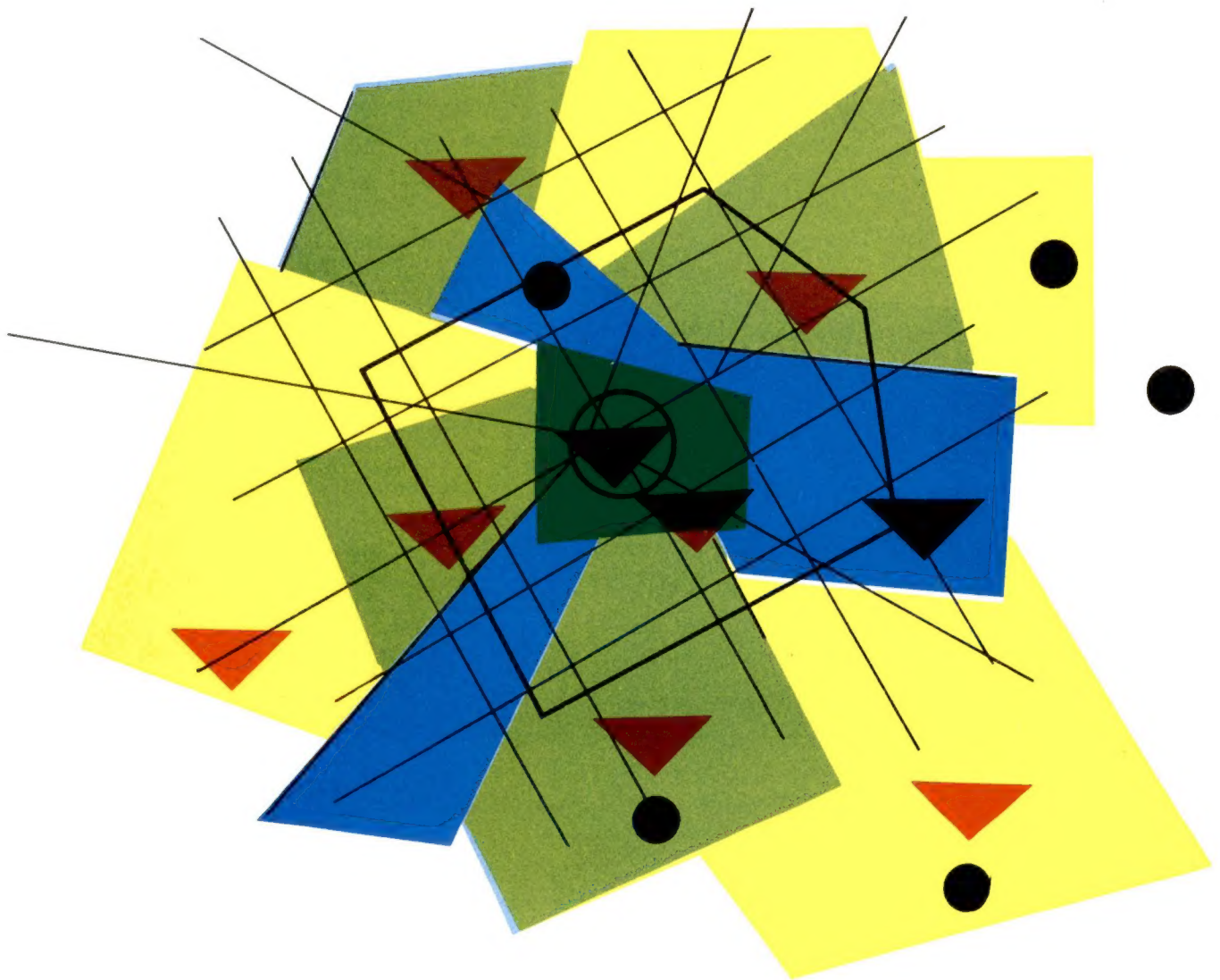


# Y M C A HUB CITIES

## 1972 -1980



SOLON COUSINS  
DUNBAR REED

## YMCA HUB CITIES

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## INTRODUCTION

Beginning with this era of major focus on Organizational Development, learnings from empirical data (factors identified by Solon Cousins in his recent paper presented to the Urban Metropolitan Conference at Atlanta, Ga.) established the fact that organizational change must be considered in the context of broad social change. YMCAs find themselves in a continuous process of adaptation, adjustment and reorganization as they seek to meet new conditions in the locations where they are serving. The imminent change is valued differently among different groups of YMCA leaders. Some value it highly; others view it with suspicion and even fear. The majority of studies and surveys on the effect of change, indicate a tendency in American life to accept change, uncritically. They believe in progress; and they measure achievement by the work people do. Growth, in an industry or business, or in personal acquisitions, becomes a value symbol. Such growth brings increased status and prestige and inevitably involves change.

Yet change does not necessarily solve problems. It may result only in exchanging one set of problems for another. Change may result in improving conditions; but it also can result in deterioration. Why changes are made, how they are made, is as important as whether changes are made.

In our quest for organizational viability, relevance and excellence, we in the YMCA are faced with at least three types of strategies in planning change. They are: (1) Empirical - rational; (2) Normative - re-educative; (3) Application of power in some form, political or otherwise.

It would appear to me that the Hub-City concept must be approached openly and honestly with clear-cut understanding which can be brought about by selection of basic guidelines which call for firm contracts with carefully and strategically selected Cities based on the following: (a) National YMCA Board priorities; (b) Role of General Agency (Regions and Urban Group); (c) Funding; (d) Number and location of the Hub Cities (present and future).

Recognizing that we are one National General Agency (Regions and Urban Group Department, alike) with one National Board, one National budget, and one National purpose, we must confront the present dichotomy that exists by removing fears, suspicions and mistrust. The initial blocks that have been identified that need confronting are: (1) The resisting of Regional leadership; (2) The generating of fear by the Urban Group leadership.

### I. Behaviors

Urban Group Leadership - Generating fears among some general agency people by what appear to be demands, extreme reordering of finances, threats of withholding, and/or operating outside of the organization.

Region Leadership - Resisting an idea whose time has come out of legitimate concerns for being able to service the whole Movement.

Headquarters Leadership - Reacting to apparent erosion of funds to continue the developmental thrust they have been charged to carry out.

### II. Assumptions

- Urban Centers have the power to carry out withholding of funds.
- Unilateral power moves will start chain reactions which could debilitate the Movement.



- Interfaces between the Urban Group, National Executive and Region Executives to develop mutually agreed guidelines for formation of Hubs will eliminate either blocking or unrealistic demands for Hub formations.
- Some monitoring will need to be exercised by the General Agency to assure an adequate delivery system.
- Equity of funding will assure that growth of one type of service doesn't debilitate the other.
- Region funds are a major resource in negotiating Hub-City contracts.
- Hubs need to develop budgets with some sources of funding from participating Associations where projects involve costs over their formula allocation (for special financial development, E.D.P., training, etc.).

Dunbar Reed

The development of hub-city capability to serve branches and surrounding independent YMCA's is clearly a priority of the National YMCA organization. This developmental program has been an objective of the Urban Group YMCA's for two and one-half years. Early experimental models have evolved into a half dozen projects in 1972 and a forecast of many more projects by 1975. The contents of this document reflect our early experience, the collaborative nature of the Hub-City model (national and local), and the dream of better service to metropolitan branches as well as independent YMCA's from a hub-city base throughout the United States and Canada. The Hub-City is but one model of service, but clearly a vital one for the city Associations that have invested money, energy, and time, over a long period - in the interest of effective YMCA service to members and constituents. The National YMCA organization has joined in this developmental thrust through cash and staff assignment to cluster projects. The urban-metropolitan YMCA's will continue to seek help and support through the years ahead as we test the Hub-City model of services.

Solon Cousins



### URBAN-METROPOLITAN CONCERNS

The YMCA was born in the city. In the intervening 130 years, the Association's continuing developmental impulse has been urban - and the metropolitan character of major YMCA's a result of urban growth. The economic, spiritual, political and social dilemmas that stimulated George Williams in nineteenth century London persist - and present an infinitely more complex problem to urban YMCA planning as we develop our work in the 1970's - toward a more effective program in 1980. The issues of the city - poverty, white racism, alienation of young and old, redundant political structures, corporate apathy - and the depersonalization of all these - are your nation's issues and, therefore, their solution is completely integral to your metropolitan YMCA survival and effectiveness. How aggressively we address ourselves to these issues will determine whether or not we are a credible partner in developing a new country, or only a passively good, educational-recreational appendage to struggling cities.

### THE URBAN-METROPOLITAN YMCA DIMENSION

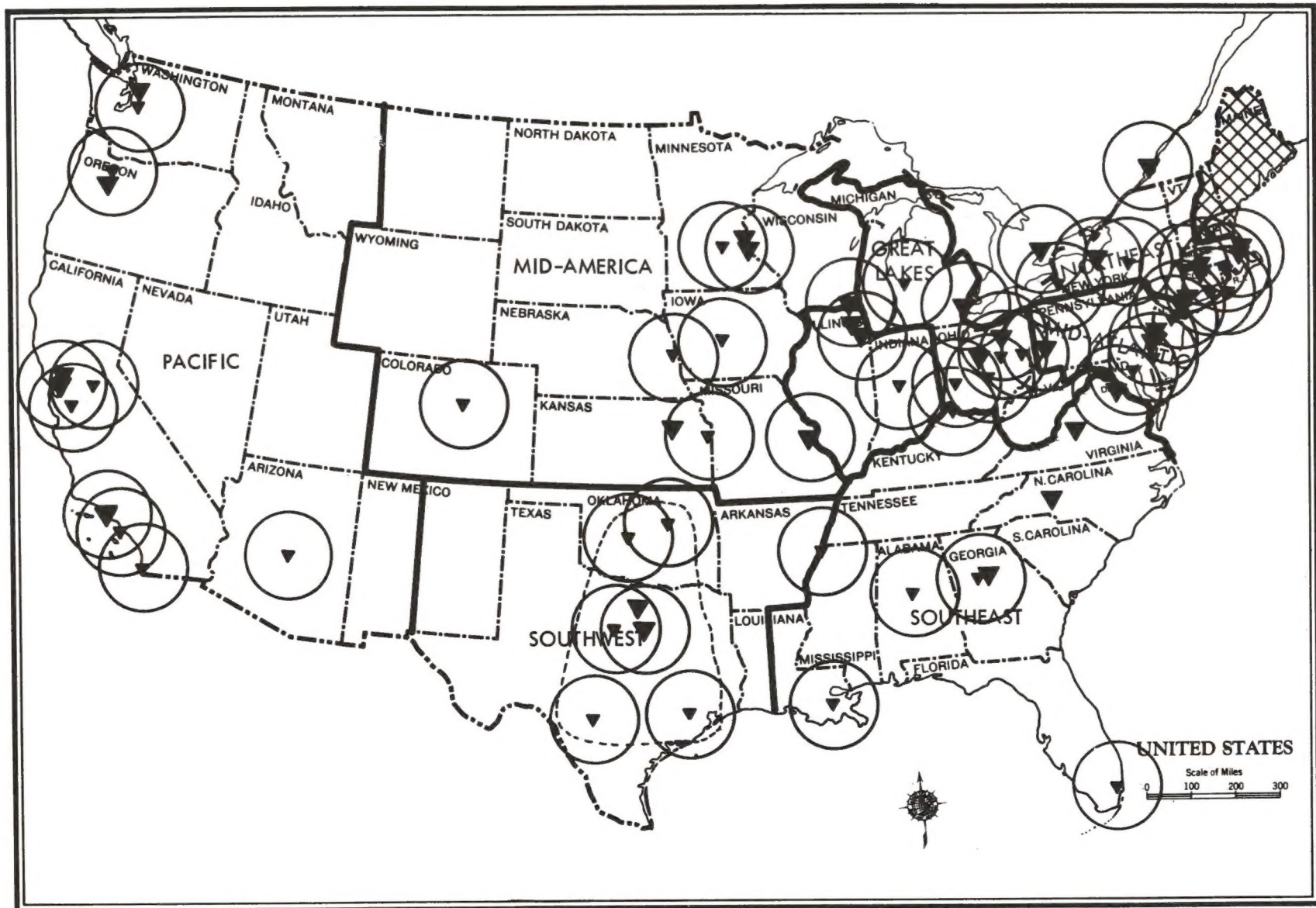
We would make the assumption that the effectiveness of the YMCA Movement is tied to the good health and development of 75 urban-metropolitan Associations (Illus. p. 4). These Associations produce over one-half the income of all YMCA's - with program participation commensurate with this figure and beyond, when you consider involvement on a subsidized basis. These YMCA's produce over 50% of our World Service support, embrace 43% of the total membership, and employ nearly 50% of the employed officers. They represent 40% of the capital investment of all YMCA's - and, not incidentally, provide nearly 40% of the fair share support for our National and International structure. This significant data should not minimize the effective work and total size of the other 825 corporate YMCA's in the United States and Canada. These independent Associations are conducting relevant, growing programs in proliferating facilities. In fact, the health prognosis for these YMCA's is considerably better than that of their large city brethren. However, we must recognize and accept the dimensions of the urban YMCA's - the concentration of the problems and potential and apply our resources within cities, and as a national organization to the insurance of their survival and good health.

### URBAN INTERESTS

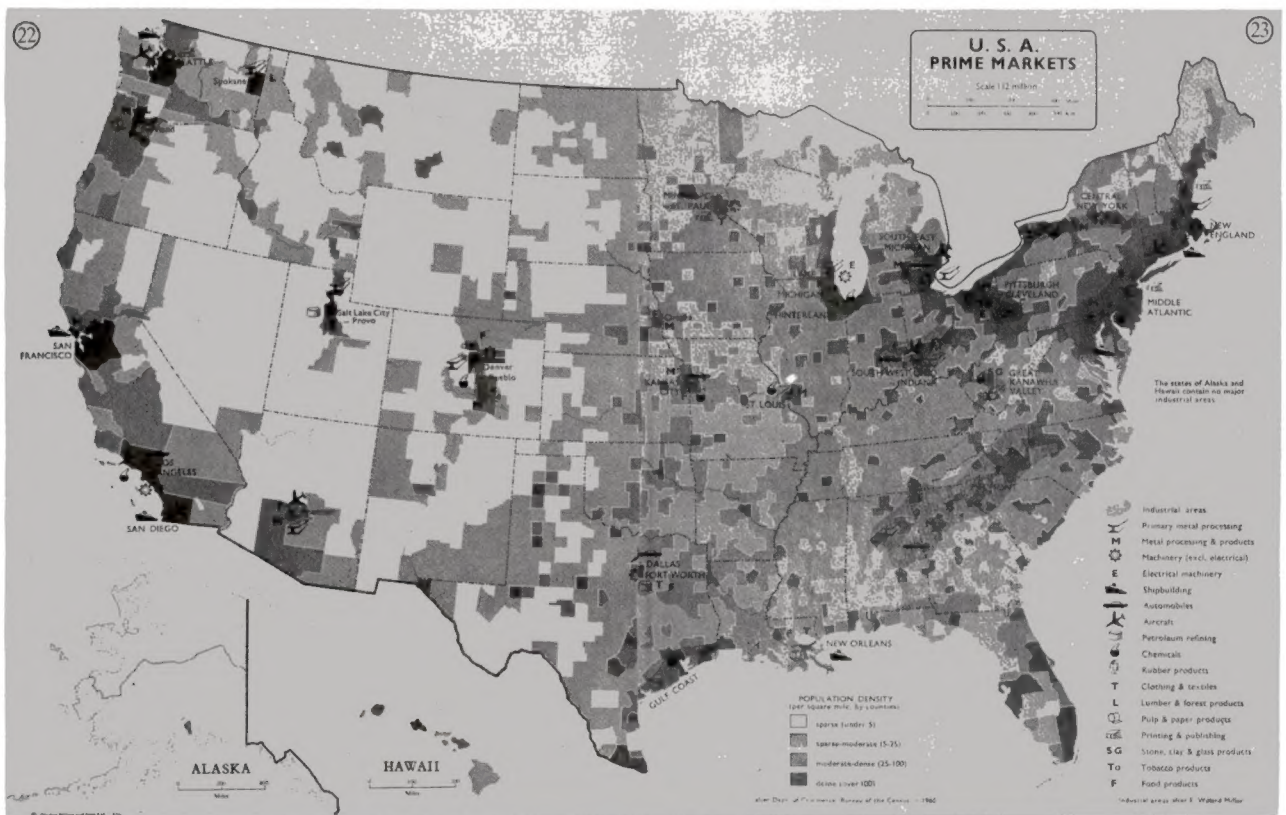
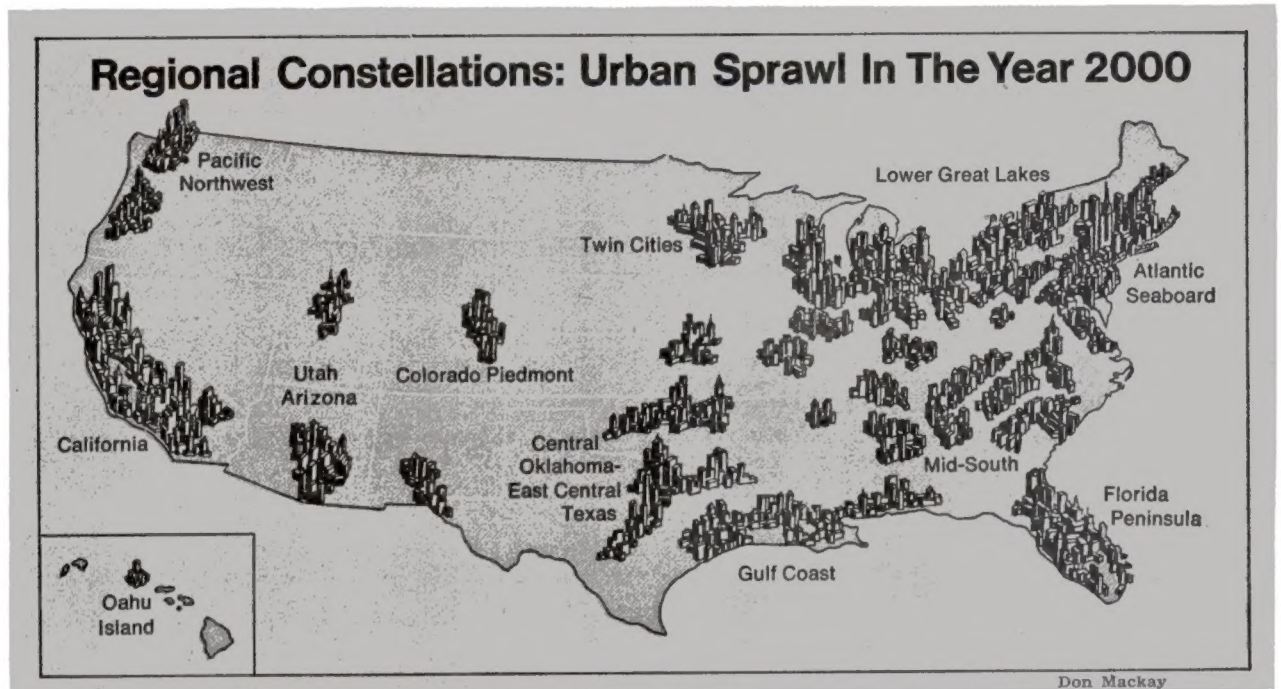
Major cities and the YMCA's in them are concerned not only with survival, but with dealing with new thought in the areas of changing human values; - the complexities of the inner city, including the lingering racism which affects us; - metropolitan planning and its implications for suburban involvement in city problem solving; - and in the changing economic habits of our urban citizenry. We know, for example, that the concentrations of population in the year 2000 (Illus. p. 5) will create 25 prime markets (Illus. p. 5). Our urban-metropolitan YMCA's are located in each of these and are affected by this growing urban pressure. In turn, we hope to affect our involvement through sensitive and aggressive programs which are backed up by the best technology we can bring to bear as an operating organization.



YMCA REGIONS AND OFFICES  
 URBAN - METROPOLITAN YMCAS  
 100 RADIUS AREA - URBAN METROPOLITAN YMCAS









## ORGANIZING FOR URBAN ACTION

Organizations that are becoming potential 1980 transformation agents in communities are those -- that can successfully move people to action; they have low overhead; they are adaptable and can change their names, symbols, and structures easily; they are consumer-oriented rather than organizationally occupied. They are mobile and can take risks in the economic, social, political, and spiritual arena.

Assuming that urban-metropolitan YMCA's have or will gain these capabilities, here is an urban-metropolitan YMCA framework that might stimulate the necessary means to make an impact in 1980 - and serve as a base for Hub-City collaboration.

### Metropolitan Service Technology Supporting Local Community Development (Illus. p. 10)

In order to increase the effectiveness of urban-metropolitan Associations, certain specialized functions must be performed by the metropolitan organization in support of branch and/or other units. If we are to assume that our primary impact is at the point of program participation in local neighborhoods, and we further assume that the metropolitan organization is a supportive one rather than an operating unit, then the following services, enriched by the technology of the 70's, and the involvement of community and neighborhood leaders, may be appropriate:

#### Metropolitan Services

##### 1. Strategic Planning

- Over-all direction setting by the Metropolitan Board on a community-wide, inter-agency basis, encouraging joint program and facility operations.
- A financial development program for current, capital, long-range and investment management (with a special strategy for planning and financing inner-city program).
- A community institution change plan, including a city-wide White strategy to reduce racism and alienation.
- An established plan of objective setting and production appraisal.
- Collaborative arrangements with other YMCA's for hub-city development (an elaboration of this concept follows).
- A "pipe line" to corporate and academic technical aid for Organization Development purposes.
- A specific strategy to affect municipal planning.
- An operations renewal plan, using "Standards of Excellence" as a guide.

##### 2. Program and Fiscal Systems

- An integrated budgeting, accounting and reporting system, with computer utilization for program and financial data processing. (Note: several Urban Group Associations are contemplating a joint experiment utilizing a computer base unit and remote terminals to provide basic fiscal and membership functions for each other and branches.)



### 3. Community Education and Influence

- A plan to educate the total community about the breadth and diversity of programs.
- A process to develop advocacy positions (youth and adult) for community improvement in education, jobs, housing and recreation.

### 4. Program Research, Development and Marketing

- A specific commitment of resources to qualitative analysis and validation of programs - in collaboration with other organizations (such as the United Way).
- A marketing strategy to expose our capabilities to the federal government, the United Way, special donors and foundations in specific program areas (health and physical education, counseling, group development, and job training).  
(Note: Our YMCA problem is as much or more a sales problem as it is a management one.)

### 5. Management Development and Training

- A planned developmental experience sequence for supervisory and program operators - in an urban perspective - and on the assumption of high mobility in and out of the urban Association.

### 6. Special Services

- An established administrative plan to provide and monitor insurance, legal, and real estate needs.

Within this metropolitan framework of services are the supports necessary to encourage and sustain local community development, the focal point of all our program energies.

Branches of metropolitan and/or other YMCA units might perform within the following framework of functions:

#### Local Community Development

##### 1. Program Production in Selected Markets

- Program services in a development spectrum from early childhood to senior maturity, with specific activities, as appropriate to each community, branch, or neighborhood:

Physical Education	Education and Counseling	Job Training
Recreation	Interfaith Understanding	Community Organization

##### 2. Involvement in Community Improvement

- Visible advocacy positions affecting educational, economic, political, and religious institutions in the branch neighborhood (supported by the over-all metropolitan change strategy).



### 3. Leadership Training

- Visible and explicit youth and adult programs of leadership development for community and group organization.

This concept of metropolitan technology supporting local community development (a low overhead assumption) may serve as a resource to planning, and may be one alternative as urban-metropolitan Associations strive to be more sensitive to the environment and more operationally sound in their approach to the total metropolitan area.

The Hub-City model of collaboration and service delivery mentioned above has particular significance on the strategic planning agenda of urban Associations.

#### THE HUB-CITIES MODEL (Illus. p. 10)

The clustering of YMCA's, in varying forms, has been evident for many years, and the successful banding together of Associations for specific purposes has given valuable experience from which to draw for the future. There are several kinds of clusters:

1. YMCA's in geographic proximity - of varying size and, under our present National organization, served by a consultant (15 to 20 YMCA's).
2. YMCA's of like interests not necessarily in geographic proximity. (The Urban Group is an example.)
3. A hub-city with surrounding independent YMCA's in a single metropolitan area. (St. Louis Metropolitan is an example.)
4. A hub group of two or more metropolitan Associations joining resources to serve each other and surrounding units. (The Southwest Region Metro 6 Cluster and the Mid-America Viking Cluster (Minneapolis-St. Paul) are examples.)

Since 1968, there have been cluster arrangements designed for experimentation, with various forms of collaboration as well as delivery of general agencies services. The Massachusetts Bay, New York Tri-State and the Chicagoland projects were partially funded by the National organization, managed primarily by the metropolitan Associations, and evaluated by independent research in early 1971. Additional pioneer work was recorded during this period by the St. Louis Association serving its own branches and surrounding YMCA's in Missouri and Illinois. In 1972, through the stimulus of the Urban Group and under the auspices of the various Regional Boards, eleven special cluster projects are under way on an experimental basis toward the goal of evaluating a variety of collaborative efforts. \$187,000 has been allocated by the Regional Boards for the support of these cluster experiments. The urban-metropolitan Associations involved are giving leadership, energy and money to these projects.

The Urban Group, at its November, 1970, and March, 1971, planning sessions gave commitment to the idea of developing major Associations as Hub-City cluster models. The purpose was to develop a stronger metropolitan organization and service to branches, and also a variety of special services to surrounding independent YMCA's, if desired by them. The Massachusetts Bay, Viking, St. Louis Metropolitan, and the Chicagoland clusters are currently operating on this basis. It is quite clear that not all independent YMCA's in metropolitan areas are desirous or even interested in a Hub-City relationship with the urban-metropolitan Association. The Hub-City model assumption is that only those independent YMCA's which want to join in the collaboration should do so, and that no attempt be made to "sell" them on being a part of this arrangement.



It is our conviction that urban metropolitan YMCA's must strengthen their management services' back-up to local units in order to insure future effectiveness. The volume of added independent YMCA units and the potential of the sale of special services to these units (and branches) will both improve services to units and ultimately reduce the cost of operation. The over-all advantages of having all YMCA's in a metropolitan area work together - while maintaining their corporate identity and autonomy - is obvious, when one thinks of the common constituency, fund-raising sources, promotional media, and overlapping program service areas. The evidence is clear and growing that in Hub-Cities clusters such as St. Louis and Chicagoland, branches and independent YMCA's are receiving the specialized kinds of technical services needed for effective management. The added dimensions of cohesion and collaboration are increasing in importance.

By 1976, there should be a commitment to Hub-City model development, with specific objectives set forth on a systematic basis, including dates for accomplishment. 20-25 urban-metropolitan YMCA's should make this commitment, and between 1976 and 1980, there will be a solid experience with this concept (and some modified version that will compel long-range adoption by all city YMCA's). Between 1972 and 1976, in collaboration with our regional field structure, these urban YMCA's hope to encourage National study and support.

As each hub city seeks to strengthen its own capability by developing goals and targets for the strengthening of the service to branches, it is also important that the independent YMCA units involved in a Hub-City program develop their own sub-system of objectives relative to the cluster. The development of the total metropolitan Hub-City model should be scheduled on an annual basis.

### Services

There are necessary risks to be taken by urban YMCA's as they prepare to offer more sophisticated services to branches and other YMCA's. Staff must be employed or re-deployed in metropolitan offices to support "hard" services such as - fiscal systems implementation, computer programming, staff training, preventive maintenance diagnosis and service. The coordination of cluster-wide public relations and financial development programs requires additional investment of time and money. All of the 1972 project cities have assigned or employed staff for purposes of Hub-City capability development. Most new assignments have been in technical areas. However, some metropolitan staff have been working on general consulting and diagnostic tasks with branches and others. The added volume of independent YMCA's reduces the risks of adding under-financed metropolitan resource staff, particularly when "hard" services are being purchased.

# THE URBAN METROPOLITAN YMCA COMMUNITY



## METROPOLITAN SERVICES TECHNOLOGY

- I. STRATEGIC PLANNING
- II. PROGRAM AND FISCAL SYSTEMS
- III. COMMUNITY EDUCATION AND INFLUENCE
- IV. PROGRAM RESEARCH, DEVELOPMENT, AND MARKETING
- V. MANAGEMENT TRAINING
- VI. SPECIAL SERVICES

## LOCAL COMMUNITY DEVELOPMENT

- I. PROGRAM PRODUCTION IN SELECTED MARKETS
- II. INVOLVEMENT IN COMMUNITY IMPROVEMENT
- III. LEADERSHIP TRAINING



YMCA HUB-CITY DEVELOPMENT

1972 - 1980

The Boston, Chicago, New York, and St. Louis Associations provided the original experimentation in clustering YMCA's around a metropolitan center. This work, done in 1969 and 1970, was researched and encouraged by the National Board (see Addenda - this document). Projections of Hub-City development, based on the urban nature of the YMCA future, were made at the National Council meeting in May, 1971 and more specifically - toward 1980, at the Key Staff meeting of the Urban Group in September, 1971. The Region Boards voted support for most of the 1972 projects (p. 12) and the National Executive Director and Board Chairman expressed support for the Hub-City developmental concept in March of 1972. The Urban Metropolitan Conference, in April, 1972, exposed a ten-year program of gradual Hub-City development (illustrated by maps on p. 13 and p. 14). (Note: Circled Hubs represent data-processing capability.)

The 1973 segment of Hub-City development is proceeding, with partial financial support being sought through Regional Boards.

The illustrations on pages 15 and 16 represent a suggested schedule of development in the years ahead - and a combined minimum dollar investment necessary by local and National Boards to implement the plan.

Special Notes:

- P. 15: The locations which are indicated by "Hub\*-Mis" on page 15 represent possible management information centers, strategically located throughout the country. The Mis centers imply the utilization of electronic data-processing equipment at these locations.
- P. 16: Dollar amounts represent cash and "in kind" (staff and materials) investment. Other assumptions are:
- (1) City Associations will provide approximately 60% of the developmental cost, and the National organization about 40% - on an ideal basis.
  - (2) Hub-City financial commitments will be implemented regardless of the amount of National organization dollar support.
  - (3) One professional person with clerical back-up equals \$35,000. Additional amounts in the budget forecast include approximate time allocations against existing staff salaries (based on preliminary cost analyses made in Chicago, Boston, and St. Louis).

The original research on the Mass. Bay, Tri-State, and Chicagoland Projects surfaced some suggested criteria for the establishment of Hub cities. These appear in the Addenda. In addition, the editors of this paper suggest supplemental criteria for urban YMCA's (p. 17) as they develop commitment to the Hub-City model for survival and service.

1972

CURRENT PROJECTS

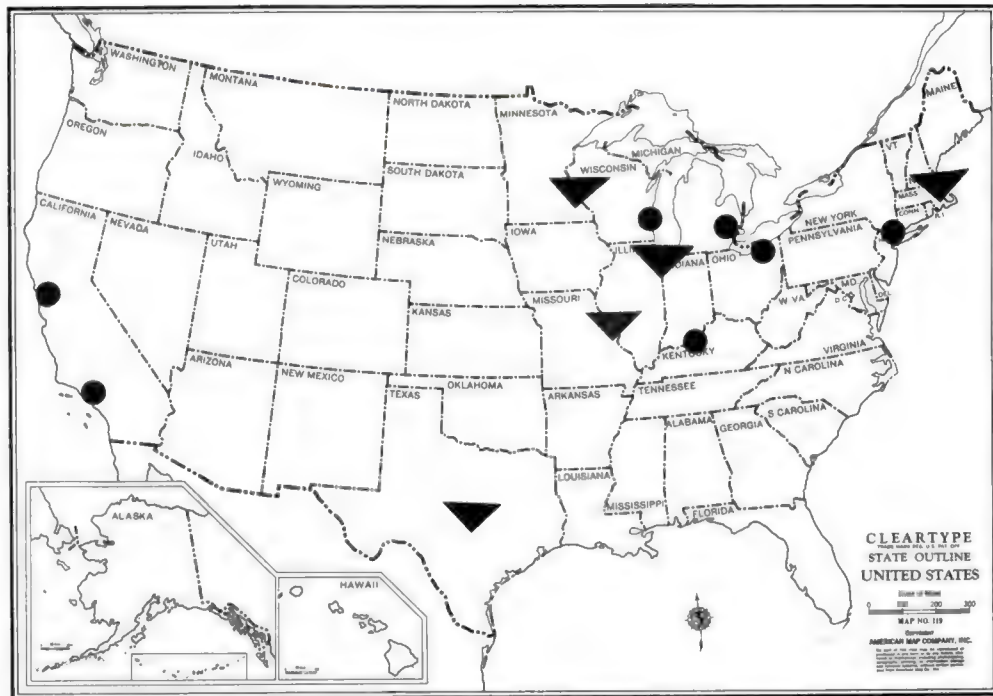
<u>City</u>	<u>Cluster</u>	<u>Cash Support (National)</u>	<u>Regional Staff Assignment</u>
Boston	Mass. Bay	\$ 35,000*	1
Chicago	Chicagoland	56,000*	1
Cleveland	Northeastern Ohio		1
Dallas	Metro Six	24,000**	1
Detroit	Southeast Michigan		1
Los Angeles	Los Angeles County	15,000*	1
Louisville	Kentuckiana	15,000**	1
Milwaukee	Wisconsin Group		1
Minneapolis	Viking	29,900*	1
New York	Tri-State		4
St. Louis	St. Louis Metro	31,000*	0
San Francisco	Bay Area	<u>20,000**</u>	<u>1</u>
		\$225,900	14

\*Contract for service to independent YMCA's

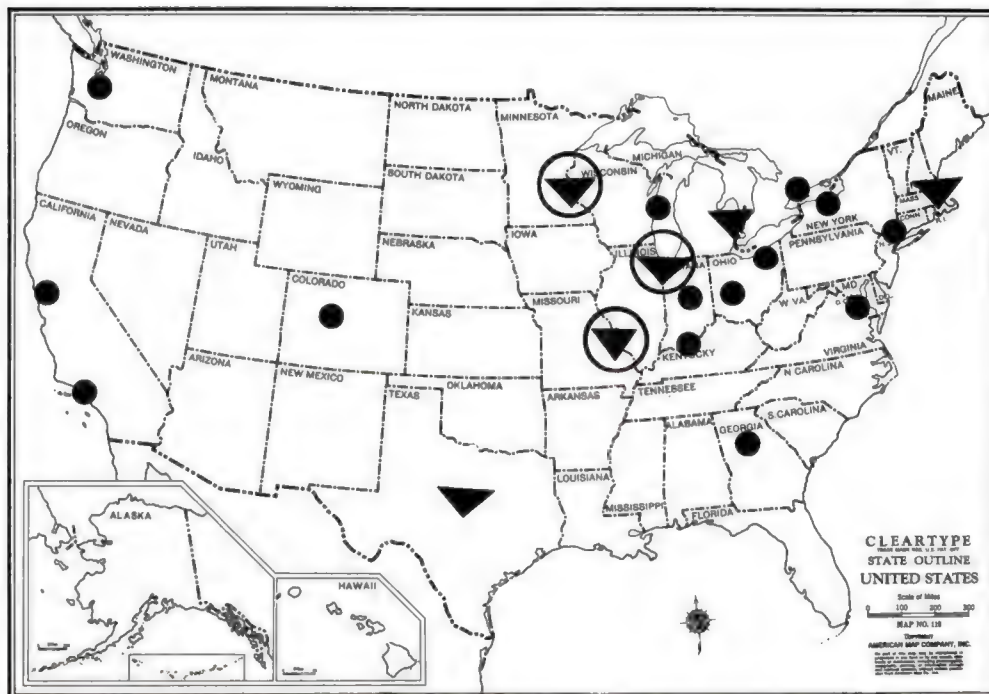
\*\*For cluster programs



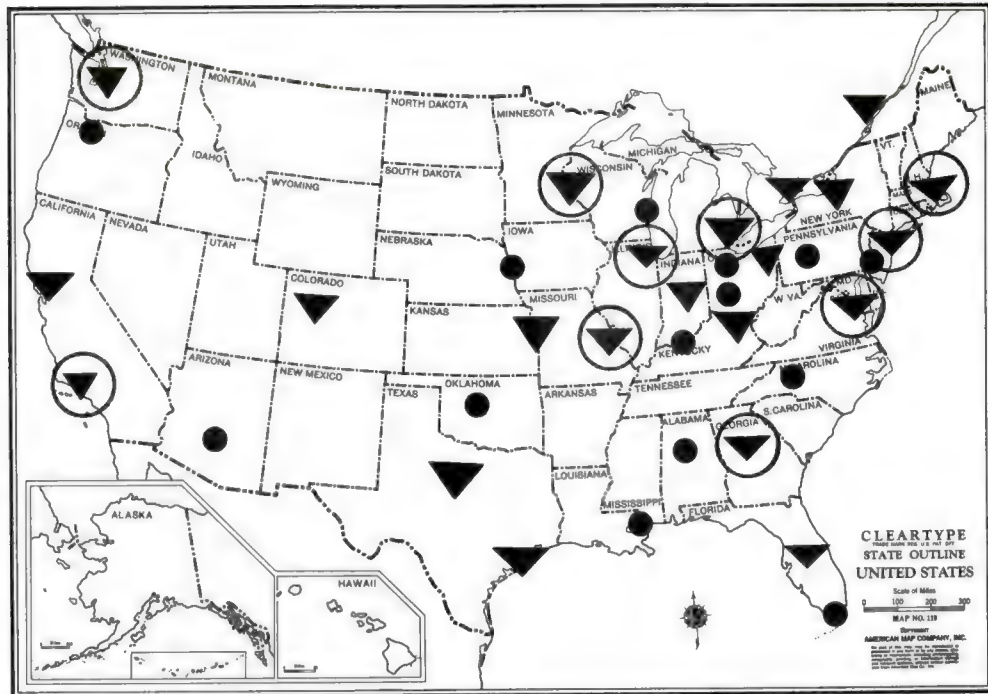
URBAN METROPOLITAN YMCAs  
1972  
HUB CITY ▼ AND PARTIAL SERVICE CLUSTER ● PROJECTS



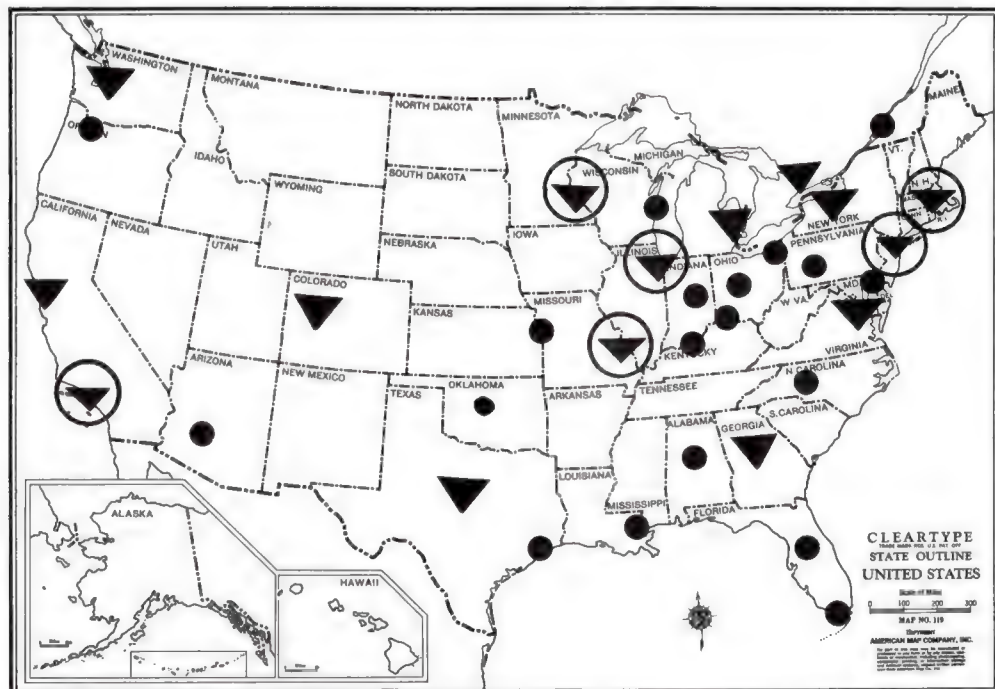
URBAN METROPOLITAN YMCAs  
1973  
HUB CITY ▼ AND PARTIAL SERVICE CLUSTER ● PROJECTS



URBAN METROPOLITAN YMCAs  
1980  
22 HUB CITY ▼ AND 13 PARTIAL SERVICE ● CLUSTERS



URBAN METROPOLITAN YMCAs  
1975  
HUB CITY ▼ AND PARTIAL SERVICE CLUSTER ● PROJECTS





URBAN-METROPOLITAN CLUSTER PROJECT DEVELOPMENT 1970-1980

47 Urban Metro- politan YMCA's	1970	1971	1972	1973	1974	1975	1976	1977 -79	1980
Atlanta + 1					Pro	Hub	Hub*	D	Hub*
Birmingham						Par	Par	D	Par
Boston	Pro	Par	Hub	Hub*	Hub*	Hub*	Hub*	D	Hub*
Charlotte						Par	Par	D	Par
Chicago	Pro	Hub	Hub*	Hub*	Hub*	Hub*	Hub*	D	Hub*-Mis
Cincinnati					Pro	Par	Hub	D	Hub
Cleveland		Pro	Pro	Par	Par	Par	Hub	D	Hub
Dallas + 5			Hub	Hub	Hub	Hub*	Hub*	D	Hub*-Mis
Dayton				Pro	Pro	Pro	Par	D	Par
Denver				Par	Par	Hub	Hub	D	Hub
Detroit				Hub	Hub	Hub	Hub*	D	Hub*
Houston					Pro	Par	Hub	D	Hub
Indianapolis				Pro	Pro	Par	Hub	D	Hub
Kansas City					Pro	Par	Hub	D	Hub
Los Angeles + 1		Pro	Par	Par	Par	Hub*	Hub*	D	Hub*-Mis
Louisville			Pro	Pro	Pro	Par	Par	D	Par
Miami					Pro	Par	Par	D	Par
Milwaukee		Pro	Pro	Par	Par	Par	Par	D	Par
Minneapolis + 1			Hub	Hub	Hub*	Hub*	Hub*	D	Hub*
Montreal				Pro	Par	Hub	Hub	D	Hub
New Orleans						Par	Par	D	Par
New York + 1	Pro	Pro	Pro	Par	Hub	Hub*	Hub*	D	Hub*-Mis
Oklahoma City					Pro	Par	Par	D	Par
Omaha						Pro	Par	D	Par
Orlando				Pro	Pro	Par	Hub	D	Hub
Philadelphia				Pro	Pro	Par	Par	D	Par
Phoenix						Par	Par	D	Par
Portland						Par	Par	D	Par
Pittsburgh					Pro	Par	Par	D	Par
Rochester + 2		Pro	Pro	Hub	Hub	Hub	Hub	D	Hub
St. Louis	Pro	Hub	Hub	Hub	Hub*	Hub*	Hub*	D	Hub*
San Francisco + 1		Pro	Pro	Par	Hub	Hub	Hub	D	Hub
Seattle				Pro	Par	Hub	Hub*	D	Hub*
Toledo						Pro	Par	D	Par
Toronto + 1		Pro	Pro	Par	Hub	Hub	Hub	D	Hub
Washington, D.C.				Pro	Par	Hub	Hub*	D	Hub*-Mis

Code: Pro - Special Collaboration project  
 Par - Partial services delivery  
 Hub - All services delivery  
 Hub\* - Data Processing Capability  
 D - Developmental work  
 Hub\*-Mis - All services - Mis center

1980

14 Partial Services Centers  
 22 Hub cities  
 11 Hub cities - Data Process. Cap.  
 5 Hub\*-Mis Centers

URBAN-METROPOLITAN CLUSTER PROJECT DEVELOPMENT 1970-1980

MINIMUM BUDGETS (IN 1,000'S) COMBINING LOCAL INVESTMENT AND NATIONAL SUPPORT

<u>47 Urban Metro- politan YMCA's</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
Atlanta + 1					20	40	50
Birmingham					10	20	50
Boston	20	25	45	75	90	100	150
Charlotte						20	40
Chicago	30	60	100	200	250	300	350
Cincinnati					20	40	50
Cleveland			10	10	20	30	50
Dallas + 5		25	50	60	70	100	200
Dayton				5	10	20	30
Denver				10	20	40	50
Detroit			10	20	60	100	150
Houston					20	30	30
Indianapolis				15	40	50	75
Kansas City					20	30	40
Los Angeles + 1		5	30	40	70	100	200
Louisville		10	20	40	50	60	60
Miami					20	30	35
Milwaukee		10	15	20	40	60	80
Minneapolis + 1			40	70	75	100	150
Montreal			10	10	20	40	80
New Orleans						10	20
New York + 1	15	20	60	100	150	200	250
Oklahoma City					20	30	50
Omaha						20	30
Orlando					10	20	30
Philadelphia					20	30	50
Phoenix						20	30
Pittsburgh					20	40	50
Portland						20	30
Rochester + 2			20	40	60	100	150
St. Louis	10	15	40	50	70	100	150
San Francisco + 1		15	40	50	80	100	120
Seattle				15	25	50	100
Toledo					20	30	50
Toronto + 1			15	25	50	80	100
Washington, D.C.	—	—	—	20	50	80	150
TOTALS	75	185	505	875	1,500	2,240	3,280

60-40  
HUB - NATIONAL  
8



The Hub-City developmental experiences of 1970-72 compel the following criteria for continued development during the period 1973-1980:

1. There must be a Metropolitan Board commitment to the Hub-City model, including a commitment of money and staff to implement the plan by 1976.
2. Independent YMCA's surrounding the hub city must make a commitment, on a voluntary basis, to participate over a three-year minimum period.
3. The hub-city administration must commit itself to an all-services delivery to branches and independent units, including general consulting services as well as hard services.
4. An objective and target schedule for a three-year period must be adopted by the hub city and surrounding units, with an annual review as a basis for participation.
5. The hub-city Board/Staff must involve National Board/Staff in hub-city planning, particularly in regard to the degree of involvement of National Staff in implementing the hub-city's program of service.

S. C.

D. R.

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RATIONALE FOR HUB-CITIES DEVELOPMENT

Urban Group Memo of 3/31/71  
Regarding Delivery of General Agency Services Through Metropolitan YMCA's

BACKGROUND

- A. Included in the eight operational objectives of the Urban Group, established in November and reaffirmed in March, were the following two objectives related directly to clustering of YMCA's for service:
- I. Develop and achieve metropolitan cluster capability to deliver General Agency services, reimbursed by percentage support.
- A. Review and evaluate the experimental clusters (New York, Boston, Chicago) and develop, in each Urban Group city, a package (s) of services to cluster Associations - testing our ability to produce on a cluster basis.
- I. Target Projects - 1971
- A. Get complete research data on the three experimental clusters partially funded by the National Board (Boston, New York, Chicago). In addition, with the aid of local staffs involved, develop reports on independent cluster experiments in St. Louis, Los Angeles, and the Southwest Region.
- (Accountability: S.C. Responsibility: Hardy, St. Louis, Los Angeles, Dallas. Target Deadline: A report to Urban Group Executives (mail 4/30) and the National Council, May 20, 1971.)
- B. Achieve agreements with individual Urban Group cities on packages of services to be presented for discussion and action to independent cluster YMCA's. (The "package" should include all General Agency services -- or, it might be built on specialized services, such as payroll, accounting, membership, maintenance, and training.)
- (Accountability: S.C. Responsibility: Urban Executives. Target Deadline: Report plan to National Council 5/20/71. Present packages to clusters by 9/1/71, and report progress to Urban Group key staff meeting 10/71. Implementation of tests 1/1/72.)
- II. Develop flexibility in the use of our National YMCA resources to facilitate operational clusters and sub-clusters - Metropolitan and Regional - utilizing Regional Consultants as working participants.
- II. Target Projects - 1971
- A. This target to be achieved through Target I.
- (Accountability: S.C. Responsibility: Cluster cities and assigned Regional staff.)
- B. S.C. to participate as a member of a four-man team to establish a new model of General Agency services by request of Bob Harlan. Target Deadline: 6/1/71. Stan Enlund and S.C. to participate in National Organization Consultation on General Agency Objectives - May 5 and 6.

Root, Howes, Urquhart, Baker, Kessler, Bannerman, and S.C. to serve on sub-group of National Board Percentage Finance Committee.

(Accountability: S.C. Responsibility: S.C., Stan Enlund, and Urban Group Executives.)

B. Assumptions underlying these two objectives are as follows:

1. Clusters of YMCA's will represent key management centers of the future National organization.
2. Urban Group cities, in need of financial relief and technical help, must have a volume of activity and business to support more sophisticated technical services emanating from Metropolitan offices.
3. More highly developed technical back-up and general consulting - will enable both Metropolitan branches and surrounding independent YMCA's to provide their constituents better program activity.
4. Metropolitan staff resources represent a better base of technical service to cluster YMCA's than do Regional staffs.
5. There is sufficient flexibility in the application of percentage financed dollars to allow for the purchase of services from Metropolitan YMCA's for independent surrounding units.
6. An ultimate objective of the clustering concept is the consolidation of YMCA's.
7. Extension work (the creation of new operating units) is being referred to Metropolitan YMCA's when this need arises in an urban or suburban area.
8. The Hub-Cities Experimental Projects, conducted 1968-1970, support the continuation and expansion of the concept of cluster management and service.
9. Urban Metropolitan YMCA's will be strengthened and can serve their own branches for less dollar cost.
10. Participation in the hub-city cluster by independent Associations is on a strictly voluntary basis.

- C. During March, the new National YMCA Management has taken certain positions supportive of the development of cluster service. A documentation of this stance appears in Exhibit A attached, with special note of those objectives and directions affecting urban clusters.

A PROGRAM FOR THE DELIVERY OF SERVICES

- A. AS AN URBAN GROUP, WE ARE PROPOSING THAT, IN UP TO TEN URBAN METROPOLITAN LOCATIONS, WE BE PREPARED TO DELIVER ALL OR PART OF THE GENERAL AGENCY SERVICES TO NEIGHBORING YMCA'S IN THESE GEOGRAPHIC CLUSTERS, WITH IMPLEMENTATION TO BEGIN 1/1/72. (THIS IS IN KEEPING WITH OUR TARGETS SUPPORTING THE URBAN GROUP OBJECTIVES.)

THERE ARE AT LEAST THREE ALTERNATE MODELS FOR THE DELIVERY OF SERVICE WHICH COULD BE REIMBURSED FROM PERCENTAGE FINANCED DOLLARS:



1. Current services provided by Regional Associates. This involves general contact work, problem solving, planning, and the brokerage of special services. (The current General Agency plan calls for one Regional Associate per fifteen Associations - at an average cost of \$35,000 per position, including clerical back-up and contingent expenses.)
2. A complete Metropolitan package:
  - (a) Fiscal Management - accounting, including payroll, preventive maintenance, and the eventual installation of operational standards.
  - (b) Manpower Development - recruitment, off-the-job training, the filling of vacancies, salary and benefits administration (other than the designation of specific wages and salaries).
  - (c) Financial Development - cluster-wide public relations and promotion, coordinated membership campaigns.
  - (d) General Consultant - the general contact role with branches and neighboring YMCA's now carried out by Regional Consultant, including the extension of program services to new communities.
3. Partial Services. The following specific activities can be offered on a sale-of-service basis:

(a) Accounting	(d) Payroll
(b) Off-the-job training	(e) P. R. materials
(c) Preventive maintenance	(f) Other

ACTION NEEDED FROM URBAN GROUP CITIES INTERESTED IN TESTING AND/OR APPLYING THEIR CAPABILITIES TO ONE OR MORE OF THE ABOVE PROPOSED PROGRAMS:

A. DATA COLLECTION

Respond to the questions on the Information Bank green sheet.

B. INVOLVEMENT

Original tests in Urban Group cities indicate involvement at the outset of: Metropolitan staffs, Regional Executives and/or Consultant, Board Executive Committees, and Executive Directors of neighboring YMCA's. (SC available to serve as interpreter of this program with Regional Consultant - in order to relieve an Urban Group city Executive of the advocacy position.)

C. DEADLINES

Review the data collection questions and return to SC by 4/23. SC will contact you about the possibility of scheduling meetings with representatives of surrounding YMCA's, Regional Consultants, and your Metropolitan staff by 4/30.

THE URBAN GROUP OF YMCA'S  
ROLE, FUNCTION, AND OBJECTIVES

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Through collaboration, The Urban Group seeks to improve: (1) the quality of life in the cities, through their program, and (2) the capabilities of these YMCA's in Manpower Development, Financial Development, and Fiscal Management.

Urban Group Operational Objectives, 1970-73

Approved in November, 1970, St. Louis

Revised in March, 1971, Toronto

- I. Develop and achieve metropolitan cluster capability to deliver General Agency services, reimbursed by percentage support.
  - A. Review and evaluate the experimental clusters (New York, Boston, Chicago) and develop, in each Urban Group city, a package (s) of services to cluster Associations - testing our ability to produce on a cluster basis.
- II. Accept and accomplish the following collaborative tasks:
  - A. Influence the United Way of America (Canada) regarding criteria to be used to appraise YMCA performance (utilizing lay and staff resources to develop functional budgeting and basic accounting procedures). Develop national strategy for negotiating new agreements on fund raising, allocation, and program reporting.
  - B. Collaborate and/or negotiate with other organizations in order to influence the Treasury Department toward a favorable view of YMCA tax exemption, with specific reference to the accounting and legal implications of our residence and food service operations (utilization of special National Board Tax Committee).
  - C. Develop ad hoc groups within the Urban Group on differentiated tasks (financial development, marketing, manpower development, program, operations).
  - D. Complete current tasks under way and form new groups for new objectives.
- III. Develop and implement a monitoring system for The Urban Group by engaging a group from the outside consultants now serving Urban Group cities to -
  - A. Monitor the performance of our Urban Group's accepted goals, and
  - B. Provide feedback on the individual cities' performance on their own respective organizational goals.
- IV. Develop flexibility in the use of our National YMCA resources to facilitate operational clusters and sub-clusters - metropolitan and regional - utilizing Regional Consultants as working participants -- and establish a methodology to communicate and elaborate to the National Board the total urban priority in the United States and Canada, utilizing the Urban Group Executive role in the headquarters staff and Urban Group laymen on Regional and National Boards.
- V. Establish and engage a new volunteer force (one or more per Urban Group city) to -
  - A. Communicate, stimulate, and reinforce our transformation role and our program impact in the cities, and
  - B. Be a lay testing body for Urban Group goals and planning - and establish a power base in the National YMCA organization and the community.
- VI. Develop a program of international work that is integral to the management, financing, and program processes of Urban Group cities.
- VII. Enhance collaboration with BAN-WYS and other Black leadership in order to confront institutional racism in urban YMCA's.
- VIII. Develop a mechanism for monitoring and reporting legislation affecting YMCA's and take action to implement the monitoring and reporting system.



1. Identify, by name, by your own ground rules, the independent YMCA's in your cluster: \_\_\_\_\_
2. How many operating units are in the cluster, including your branches? \_\_\_\_\_
3. Are you now participating in any formal or informal cluster meetings, councils, federation? \_\_\_\_\_ If so, for how long? \_\_\_\_\_
4. What is the general climate of acceptance or rejection of the core urban city by surrounding units? Positive \_\_\_\_\_ Neutral \_\_\_\_\_ Negative \_\_\_\_\_
5. How much money in percentage dollars is being paid by the independent units in your identified cluster? \_\_\_\_\_
6. What is the attitude of the Regional Consultant and/or Executive to delivery of National services by Hub City clusters? Positive \_\_\_\_\_ Neutral \_\_\_\_\_ Negative \_\_\_\_\_
7. What is the attitude of your staff and Board regarding the providing of services beyond your own branches, given the necessary commitment of energy, manpower, and dollars? Positive \_\_\_\_\_ Neutral \_\_\_\_\_ Negative \_\_\_\_\_
8. What would be the annual cost to you to provide services in (1) each of the three models, or (2) any combination noted on page 3 in terms of additional staff persons? \_\_\_\_\_  
Equipment? \_\_\_\_\_

GENERAL AGENCY SUPPORT OF THE DELIVERY OF  
SERVICES BY AND THROUGH URBAN-METROPOLITAN YMCA'S

General Agency Management Stance - March, 1971 - Indicating Support of the Cluster-Service Concept, as Described in the Urban Group Operational Objectives - 3/7/71

I. Six postures of Bob Harlan (Urban Group meeting 3/6/71 - Toronto):

- \*1. Accelerating response time to critical issues
- 2. Orienting leadership to the future, not the past
- \*3. Targeting leadership and resources on critical local Association needs
- 4. Becoming a force for inducing change
- \*5. Providing more flexibility in our resources
- \*6. Increasing our capacity to take risks

II. Proposed guidelines for a balanced General Agency budget in 1972:  
(Design Committee - Harlan, Reed, MacMorran, Hardy, Cousins - 3/16/71 - Atlanta)

- \*1. Reduce 1971 budget by \$600,000 - \$400,000 to balance; \$200,000 - pool
- 2. For each staff reduced, 1/3 of saving will be placed in \$ pool
- 3. Facility leasing will assist in balancing budget (Headquarters and Region)
- \*4. Buying services from local Associations will be included in Regional budgets
- 5. Reduce Committee expenses throughout organization
- 6. The principal of Regional endowments and reserves will be transferred to National
- 7. Reduce 17 staff positions:
  - 8 from Regions (create equity)
  - 9 Headquarters (2 already)
- 8. Emphasis will be given to development of contributions income

III. Assumptions (elements) of a long range model for the National organization  
(Design Team - Harlan, Reed, MacMorran, Hardy, Cousins - 3/16/71 - Atlanta)

- \*1. Consolidations of YMCA's
- \*2. \$ pools for use by General Agency units to meet special crisis needs
- \*3. Use of local resources in delivery and development
- \*4. Flexibility in use of dollar and manpower resources
- 5. Reduced (vastly) manpower
- 6. Emphasis shift to competency (from seniority)
- 7. Little or no operations by General Agency
- 8. Greatly reduced committee structure (congruent with management structure)
- \*9. Heavy emphasis on technical assistance
- 10. Emphasis on manpower development for total organization
- \*11. Decentralization implementation, centralized planning
- 12. Limited functions necessary to implement changing priorities
- \*13. Different definition of delivery of service
- \*14. 99% of resources committed to line operations
- 15. General Agency laymen should be linked to local line operations
- 16. Model will seek external inputs
- \*17. Future model will be focused on future culture in which local Associations will be operating (i.e., consolidation of agencies; YMCA's, etc.)
- \*18. Functions of a long range model:
  - a. Bring about consolidation of units; of agencies
  - b. Enable YMCA's to address themselves directly to the societal needs around them
  - c. Enable delivery of basic product line (support of) - P.E., Family Associations, Camping, Residence.

\*Direct effect on cluster concept.



NATIONAL BOARD

CLUSTER STUDY

To: Selected Executives Urban Metro YMCAs, Regional  
and Headquarters Executives, Regional Associates'

From: Robert W. Harlan

Re: Cluster Study 1972

Paul Permar has done a service by updating the National Board's movement in clustering. Supplementary resource to the study include:

- I. National Board of YMCAs - Associations Cooperating in Clusters, prepared by John Fisher.
- II. "Associations Cooperating in Clusters" by the Task Team VII - Cluster Function, Lloyd Arnold, Orville Emmons, Al Hallowell, Gordon Mack, William Markell, John Fisher.

The 8 Regions replied. The results are as follows:

- I. Four Regions have contracted on technical resources with the following Associations:

<u>Association</u>	<u>Regional Dollars Allocated</u>	<u>Assoc.</u>	<u>Region</u>
St. Louis	\$ 15,570.00	4	Mid-America
St. Louis	15,570.00	10	Region I
Minneapolis	29,900.00	6	Mid-America
Los Angeles	15,000.00	18	Pacific
San Francisco	20,000.00	7	Pacific
Chicago	56,000.00	26	Region I
Boston	35,000.00	19	Northeast
Total      6	\$187,040.00	90	4

These contracts between Region and local Associations have been developed for the following purposes:

1. To provide services normally delivered by the Regional staff. (3)
2. To provide services normally delivered by the Regional staff plus specialized consultant/training services.
3. To develop a centralized purchasing service.
4. To develop an accounting system for a Federation of 7 Associations in collaboration with a local United Way.

In all cases, a Regional Associate is related to these clustering investments of dollars and time related to the specifics. An exception is in St. Louis where a local staff man coordinates or brokers the services with a Regional Executive identified in a relating role to the Hub City.

All of the Regions which have contracts have a review process to determine continuation or renewal of the allocations to the Clusters.

Clusters by Geographical Proximity

<u>Great Lakes</u>	<u>S. East</u>	<u>Region I</u>	<u>N. East</u>	<u>Mid-Amer.</u>	<u>Pac.</u>	<u>Mid-Atl.</u>	<u>S. West</u>	<u>Total</u>
6	9	5	4	12	6	6	7	55

Associations by Geographical Proximity

62	110	45	51	110	51	126	54	609
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II. On Clusters by Geographical Proximity, the 8 Regions have identified 55 of these organized clusters involving 550 Associations (separate corporations). During the past twelve months, these clusters by geographical proximity conducted 256 recorded meetings. These clusters engaged in numerous projects and achievements.

1. Membership Campaign Workshops
2. Cooperative Employee Credit Union Development
3. News Media Coordination
4. Collaboration with United Way Presentations
5. Cooperative Uniform Accounting Development
6. Training on Management by Objectives
7. Cooperation on Financial Development Implementation
8. Workshops on Unemployment Compensation
9. Presidents Workshop
10. World Service Strategic Planning
11. Workshop on Equal Employment
12. Collaborative Camping Promotion
13. Training Programs on Legal actions affecting YMCAs
14. Training in the Processes of Corporate Finance Planning
15. Coordinated Purchasing
16. Development of Reciprocal Membership Service
17. State Operating Group for Youth and Government
18. Manpower/Financial Development
19. Financial Development Workshop/Lay Staff Training
20. AMA Supervisory Management Workshop

Dollars from Regional dollar pools are allocated to these clusters in these Regions for membership workshops, parent education workshops, while in 2 Regions each cluster as identified here has a stated share of the dollar pool with the cluster leadership determining the expenditures.

Regional Associates are assigned to each of these clusters identified by geographical proximity with the most prominent role of the Regional Associate identified in this rank order:

	<u>G.L.</u>	<u>S.E.</u>	<u>I</u>	<u>N.E.</u>	<u>Mid-Amer.</u>	<u>Pac.</u>	<u>Mid-Atl.</u>	<u>S.W.</u>	<u>Rank</u>
1. Broker	2	1	3	2	1	2	1	2	6.25
2. Specialist	3	2	4	1	2	1	-	1	5.25
3. Convenor	1	4	6	4	4	-	-	3	3.25
4. Part Observer	5	3	5	5	3	-	-	4	2.87
5. Recorder	4	5	7	3	5	-	-	5	2.37
6. Org. Dev.	-	-	5	-	-	-	-	-	.37
7. Monitor	-	-	2	-	-	-	-	-	.75



This Study indicated movement from the general consultant/broker role with only 3 of the 8 indicating the general consultant broker role as the most prominent role.

- III. Thirty-three clusters, by common interest, have been established with Regional Associates specifically related to 26 of these clusters. Limited dollars from the Regional dollar pools have been allocated to this type of cluster with expenses for travel the only identified purpose for allocation of funds, with the exception of the Pacific Region, where \$35,000 has been allocated for a cluster of YMCAs focusing on central purchasing and another cluster committed to an accounting system compatible with the United Way, and Southeast Region, where \$10,000 has been allocated.

There are 287 Associations who are members of the 33 established clusters by common interest.

Clusters by Common Interest

<u>Great Lakes</u>	<u>S.E.</u>	<u>Region I</u>	<u>N.E.</u>	<u>Mid-Amer.</u>	<u>Pac.</u>	<u>Mid-Atl.</u>	<u>S.West</u>	<u>Total</u>
0	2	0	0	14	13	1	3	33

Associations by Common Interest

0	43	0	0	110	107	6	21	287
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These common interests are:

- |  |   |
|--|---|
| 1. Management Training                 | 9. Uniform Personnel Employment System                |
| 2. United Way Relations                | 10. Corporate Goal Setting Process                    |
| 3. Family Communication Workshops      | 11. Aquatic Training Institutes                       |
| 4. Physical Education Fitness Training | 12. AMA Supervisory Management Training for all Staff |
| 5. Camp Management Training (33 camps) | 13. Workshops on Program Project Budgeting            |
| 6. Sports Festival                     | 14. Workshop on Data Processing                       |
| 7. Youth in Government                 | 15. Central Purchasing                                |
| 8. Financial Capital Needs             |   |

These clusters have had 127 recorded meetings in the past twelve months.

For some additional general information related to other cluster activity, it was determined that Regional Executives have direct relationships to this variety of clusters in 5 of the 8 Regions.

All Regions reporting believed the activities of the clusters were congruent with the goals of the National Board. Conspicuous by its absence was any mention of cluster activity in regard to overcoming institutional racism.

As to the prediction for cluster activity for the balance of 1972 compared with the same period of a year ago, all Regions indicated "Increased activity," except one. Northeast estimated, "About the same."

Additional comments offered by those completing the questionnaire are as follows:

- Very promising potential, thus far only partially developed.
- Good concept--need to develop better leadership from local Association to make concept work better.

- It's the only way to go. It maximized the utilization for local and National of resources, financial and manpower, particularly. Decentralized the decision-making process. Provides better climate for acting as a "grass roots" organization. If we really listen to, and respond to, the needs of local Associations, no two clusters will ever be alike in organization and delivery of services.
- Our Region Study was highly supportive of this method of work. It will be increasingly effective for us. We are just getting started.
- Difficult to gain significant participation of entire group. Cluster activity works best when there is a direct need for the service by several local YMCAs. A Region Committee is encouraging participation by laymen to improve the communication within the Region.
- Would appear to be the only method of providing services open to the Region, given the reductions in Region staff over the past 3 years.
- It's the way of the future, and in my judgment will be accelerated in the days ahead
- Geographical Clusters tend to be more closely related to National Organization because Regional staff are initiators. Metro 6 more independent because of funding, strong leadership, line with TUG, and self interests of staff.
- Quality of delivery system. (Duplicate and competitive at times)
- Prevailing self interests of some staff.
- Actions, decisions, programs that are separate and apart from collective National interests.
- Anxieties of some National Board staff around loss of status, position, influence, e
- Desire of some local staff to decimate National Board organization.
- Negative reactions from medium smaller Associations.

In concluding the Study, it would seem that there is a considerable development of clustering with some Regions affecting more comprehensive and varied cluster units than others. But for a general nationwide picture 83% of all the corporate YMCA units are now engaged in cluster activities with Regional staff having a direct relationship to these clusters. Some YMCAs are isolated from clusters because of location, therefore, almost all potential Associations are now involved.

The new National YMCA Organization Structure and Function has encouraged this clustering to develop and in its development a wide range of models has been generated.

The looseness of the cluster structure should create continued and expanded innovative activity in clustering.

Time did not allow the study of the attitude of local leadership involved in clustering experience. It should be a second step to the Study at a later date.



SUMMARY EVALUATION OF  
THREE URBAN-METROPOLITAN  
EXPERIMENTAL CLUSTERS

James M. Hardy, Coordinator of Evaluation  
Francis J. Pilecki, Evaluator, Mass. Bay Project  
Lyle K. Johnson, Evaluator, Chicagoland Project  
Harold C. Harlow, Jr., Evaluator, Tri-State Project

Research and Development Division  
National Board of YMCAs  
April, 1971

SUMMARY EVALUATION OF THREE  
URBAN-METROPOLITAN EXPERIMENTAL CLUSTERS

Background

The original impetus for developing Urban-Metropolitan Experimental Clusters emerged from the Steering Committee of the Conference on the Development of Urban-Metropolitan YMCAs. This Steering Committee, chaired by John Root of the Chicago YMCA and composed of the Executives of several Metropolitan YMCAs and members of the National Board staff, recognized that YMCAs in large urban areas must begin to work more closely together and coordinate more adequately their resources and their efforts in planning, program, manpower development, financing, and other activities. Six different cluster models were considered by the Steering Committee of which three were finally selected to become operational. Each of the three experiments, which are the central focus of this summary evaluation report, were seen as sufficiently different to insure a wide range of experience. An operating description of each of the experiments is contained in the pages that follow. Collaborative funding for all of the experiments was negotiated between the National Board, the then Area and Regional Boards, and the group of participating Associations. Direct funding was provided by special grants from the General Agencies but large grants of staff time and YMCA resources were contributed by local Associations, particularly the Metropolitan Boston and Chicago Associations which functioned as the "Hub-Cities" for two of the experiments.

Other Collaborative Projects

The three Urban-Metropolitan Experimental Clusters were not the first or only experiences of the YMCA in effecting collaboration between Associations in urban-metropolitan areas. Indeed, the Los Angeles County YMCAs, the Bay Area YMCAs, and the Orange County YMCAs, all in high density areas of California, have had over a decade of successful experience. These three "councils" have operated on a fundamental assumption that YMCAs which occupy a common metropolitan trade area need to get together regularly to plan and on occasion to take joint action. In addition, a recent survey identified 21 examples of inter-Association collaboration in metropolitan areas.<sup>1</sup> These examples ranged from rather loosely knit, single event cooperative ventures to well organized and staffed projects.

In March, 1970, approximately one year after the Cluster Experiments began, the YMCA of St. Louis and St. Louis County entered into a contract with the Mid-America Region and Region One to provide support services and maintain contact relationships with 12 independent YMCAs around St. Louis. A preliminary report has been submitted and a complete evaluation is currently in process.<sup>2</sup>

It is postulated that the three Cluster Experiments that were selected to become operational represent an intensification of the YMCA's experience in inter-Association cooperation with a focus on: 1.) collaboration (Tri-State); 2.) direct delivery of comprehensive general agency services (Chicagoland); and 3.) a combination of collaboration and direct delivery of specific services (Mass. Bay). Thus the experiments do represent a range of cooperative patterns which build upon and expand YMCA experience of the past decade.

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1. Kessler, John W., Inter-Association Collaborative Efforts, 1969, mimeographed report to Conference on the Development of Urban-Metropolitan YMCAs.
  2. Hawkins, T. W., Metropolitan St. Louis Cluster of YMCAs, March, 1971, mimeographed.



### Guiding Principles

In order to gain sanction for the parties involved and to provide direction for the three Cluster Experiments, the Steering Committee developed and agreed upon the following statement of principles to guide the formation of the Cluster Experiments and their operation.

1. Experimentation will take place within the context of the reorganization plan so as to enhance its concept and support its momentum.
2. All Associations should be involved in the formative planning of experiments and should be given option as to joining or not joining the clusters. Official actions endorsing and authorizing participation of Associations should be secured.
  - a. Clusters should meet and determine the nature of the collaborative program, planning, or training ventures to be conducted and the financial amounts required for these.
3. Participating Associations should be prepared to make investments of staff time and financial resources to provide leadership and monetary capital for the programs emerging from the experiments. The General Agency will be involved as a full collaborator in this process.
  - a. A decision will be reached as to which of these should be managed within the resources resident in the Associations in the cluster; which should be collaboratively funded or solicited by cooperating Associations; which by a combination of Association and General Agency financing; and which by request for special General Agency appropriations.
4. General Agency will provide support personnel to work with the experimental cluster and its collaborative ventures and they will be related to both the regionally-based National Staff and the National Urban Action Team.
5. General Agency funds should be provided for in the regional section of the national budget for:
  - a. Payment of the salary and expenses of the assigned professional
  - b. Payment to the Hub-City Association or to other consultants inside or outside the Y Movement of agreed-upon fees for support services
  - c. Payment of other expenses necessary to the experiment.
6. General Agency funds required should come from:
  - a. An item of appropriate size in the regional section of the national budget using regionally generated funds plus specially allocated national funds
  - b. Funds to be cooperatively solicited for the financing of special projects.
7. Funding should cover experimental programs for an agreed-upon period of time.
8. Provision should be made for an objective evaluation of the experiments.

9. The experimental design and evaluative process should contribute directly to the goal of identifying the skills and resources needed to make possible the most effective YMCA service in Metropolitan areas.

#### Evaluation

The National Board's Research and Development Division was assigned the task of evaluating the three Cluster Experiments during a 21-month experimental period, April 1, 1969 to December 31, 1970. The Project Evaluators selected for on-site evaluation of each of the three experiments were:

- MASS. BAY - Dr. Francis J. Pilecki, Assistant Professor of Education, Boston University
- CHICAGOLAND - Dr. Lyle K. Johnson, Assistant Director, Division of Social Work Education, George Williams College
- TRI-STATE - Dr. Harold C. Harlow, Jr., Coordinator, Urban Studies Program, Springfield College.

The Coordinator of the Evaluations was James M. Hardy, Executive of the Research and Development Division, National Board of YMCAs.

The purposes of the evaluation of the three experiments were:

1. To determine the efficacy of the experiments in terms of their objectives: satisfactions of clients; maintenance of strategic relationships; delivery of services (quality and quantity).
2. To provide feedback into system with time for correction.
3. To provide recommendations for continuance, discontinuance and/or change.
4. To provide recommendations and operational descriptions for replication and dissemination.
5. To determine the mutual availability and use of resources among participating units.

Key leaders in the Cluster Experiments and related General Agency staff were intimately involved in the evaluation throughout the experimental period. Specifically, leadership teams from the Cluster Experiments met with all Project Evaluators at the beginning to develop the evaluation design and at mid-point to assess progress. The evaluation designs of the three experiments were very similar, varying only around specific objectives of particular experiments. The research methodology consisted of analysis of written materials, meeting observations and interviews. In addition, an instrument based upon an output analysis conceptual framework was devised to elicit information from individuals in all YMCA units participating in the experiments. There were multiple administrations of the instrument in all of the Experiments.



SUMMARY OF RECOMMENDATIONS

MASS. BAY PROJECT

Recommendations

Continuance/Discontinuance

The following suggestions are offered to the appropriate national and regional bodies.

- A. Augment the intensity and the thrust of the systems project. (As suggested in a previous report, a graduate student from a college of business administration might be awarded an internship to conduct data-gathering and information-dissemination duties.)
- B. A regular series of preventive maintenance programs on delimited topics (selected by an analysis of the needs assessment done by Mr. Larabee) should be offered. Attendance by maintenance personnel, executives, and lay boards should be solicited.
- C. Meetings should be conducted sub-regionally to insure greatest possible attendance. Agenda should be devised and published well in advance. Start and end according to schedule.
- D. Some minimal "tax" or Association support scheme should be effected to instill greater participant interest. In addition, since the client is paying some of the costs, he will have a greater inclination to offer evaluative feedback on programs, and to indicate what he wants for his money.
- E. More time should be devoted to on-site contacts with executive and program personnel. Perhaps an in-house contact person should be designated by each participating unit. This would increase independence in upward-downward-lateral information flow.
- F. The National and Regional support should continue, both logistically and financially, until this project can become self supporting.
- G. The project should explore the "Broker" model -- offering services and information to several units at a contract cost which would be less than any one unit would pay were it to work individually. Rather than a large central staff, a small group of part-time, innovative personnel could effect great change.
- H. Explore (preferably with YMCA colleges), an intern program wherein a student might work with the Collaborative staff and in the field for both his own development and for the good of the project. (Costs would equal tuition plus room and board for one semester.)

CHICAGOLAND

Recommendations

1. The project now includes the provision of continuous services. This has drawn some closer while others have moved away. It is recommended that a process be developed to permit the reconsideration of the involvement for each Association.

2. At the conclusion of the experimental period, there seems to be a reality orientation in terms of the potential to meet initial objectives. It is recommended that the objectives be reviewed and modified as appropriate.
3. The project has been guided, directed and implemented primarily through the executive cluster group. It is recommended that within the recognition of the key role of the executive group, improved patterns of communications and involvement be developed. Other directors at different levels in the system need greater involvement.
4. The project is fully implemented, and definite process and services have developed. The system that has emerged is relatively open and adaptive. It is recommended that the project be continued as one means of providing general agency services in the Chicagoland YMCA area.
5. The executive directors indicated more dissatisfaction at the end of the experimental period than any of the other professional groupings. However, they also expressed a feeling of greater freedom to make suggestions regarding the direction of the project. It is recommended that the executive directors in the cluster group use their freedom to make suggestions and their power to guide the project so that the project functions more to their satisfaction.

#### TRI-STATE

##### Recommendations

Recommendations grow out of the data, but in a very real sense extend the data over into areas which include many different variables. They do not have to be agreed with, and can be checked against the data to find other avenues which could have been opened up, but which were not included in the recommendations. Nevertheless, they are a "lever" toward creative use of existing data for future planning. They are as follows:

1. As a temporary system for dealing clearly with felt needs, Tri-State is providing a method of clarifying these needs. Therefore, there exists a need for the continuation of this kind of experimental effort in some form.
2. The effort at some sort of cluster support system in or around a Metropolitan area having several major operating power structures in existence needs to be taken into consideration. For instance, the presence of the National Offices and the reorganization of general services can be seen as causing confusion. Therefore, strong, consistent Staff and Lay leadership may need to be clearly defined and exhibited within the cluster system to offset these forces which might not exist in another situation; or more leadership and support given by the power groups.
3. Long range goals are necessary. However, clear, attainable, non-controversial and tangible short range objectives need to be established early. These need to be measurable and open to redefinition at the end of given short periods of time based on concrete results.
4. Establish an ongoing communications network which not only provides for up-to-date information but aims at the provision of a psychological support system for all members whereby they can feel free to enlist aid or support within a rapidly changing institution which reflects a rapidly changing society.



5. Members participate to the degree to which they are involved. It is therefore recommended that any cluster system provide a means for involvement through smaller sub-clusters or other means to insure participation in the decision making process.
6. Confusion felt to exist in the total organization as the result of changes, and power groups in close proximity to a cluster support system, inevitably introduces this same confusion and concern for where power resides within the cluster system. Therefore, the new system must determine its own goals and make its own direction without waiting for clarity from outside groups and must make adjustments to these groups and their decisions as the cluster system develops, otherwise the new system will only procrastinate. Without this decision, a cluster group will not be in a position to make adjustments to decisions made by these power groups.
7. The data indicated that laymen felt more a part of the planning process than did staff, and in many instances felt more involved and felt that Tri-State was more vital than did staff. Inasmuch as staff in their responses had felt left out of the process at many levels, even including communications, it seems necessary to say something about human relations consideration in the planning stages of any cluster support system.

Executive Committee members meet fairly often and have the feeling that things are moving. However, the data from the surveys show that distribution of Executive Committee minutes is not enough to produce this same feeling in the general membership.

The laymen may have felt more involved because of the special attention which was paid to them and the special effort made to communicate with them clearly and fully. Staff, on the other hand, who normally use such human relations skills with their constituents, seem to forget them when working with their peers. It is strongly suggested therefore that the variable which deals with openness, humanness and individuals' needs regarding participation and psychological support be built into the planning from the beginning.

8. The cluster support system does marshal ideas and leadership for meeting some needs. Through discussion and arousal of interest in cluster support, some of the ideas or projects get fed into local Associations where leadership evidenced at cluster meetings is used to put a project to local use, broaden horizons, or bring new perspective to cooperative work and planning. It also generates new projects within local Associations.

The dual development above can be seen also in first, the increased verbalization from local Associations for more specific services from either National or Regional; and secondly, within the cluster of the development of specific projects, even though it is conceivable they might have been accomplished by Regional or National.

Thus, the development of ideas, projects, new work relationships across different boundaries, and perhaps infusion of some of this into the local situation (all task oriented) can be seen as a positive result even while remaining undocumented except for the growth and development of institutional leadership in experimenting with better, sharper and more relevant forms of organizational functioning. Such experiments need support and continuation.

## IMPLICATIONS FOR URBAN-METROPOLITAN CLUSTERS

(Derived from Evaluations of Three Cluster Experiments)

### Operating Implications for the Future

1. There is positive evidence supporting the Hub-City Cluster concept for delivery of services.
2. There is no one model that is most effective for collaboration of contiguous units and delivery of services. Flexibility in patterns of collaboration and service delivery must be maintained and based on needs, readiness, and desires of participating units.
3. Commitment is essential on the part of:
  - Regional Boards and Staff
  - Hub City Board and Staff
  - Participating Unit Boards and Staff
4. Broad involvement in the planning process is very important (particularly laymen and staff below the Executive level).
5. Specific roles and line accountability for task performance of cluster staff must be clearly identified.
6. Rational financial base relative to goals and objectives of cluster is vital.
7. Units providing specific service should have contractual arrangements with accountability for performance.
8. Special technical services, as differentiated from general consultant services, encourage successful experience.
9. Attitudinal blocks of participants (big-small syndrome) must be and can be overcome.
10. It is important to provide a range of involvement for participating units, with local options.
11. Collaborative endeavors tend to maximize use of "close to home" resources.
12. Continuous process of evaluation and feedback, using various research methodologies and disciplines, should be an integral part of Hub-City cluster functioning.
13. Emphasis should be given to the involvement of laymen.
14. Financial projections for financing Hub-City Clusters must be made and funding sources identified.
15. Aggressively supportive stance of National Board and staff is necessary in encouraging collaborative arrangements among local YMCAs.
16. Steering Committee for Clusters should have built in rotating membership pattern.
17. Realistic, short-term objectives that are achievable and measurable should be a part of cluster planning.



CRITERIA FOR SELECTION OF HUB-CITY CLUSTERS

Objectives

1. Have staff and laymen from all participating units been involved in the planning for the Cluster and specification of objectives?
2. Are objectives operationally specific? Can achievement be measured?
3. Is there a rational financial base for the Cluster that makes the achievement of objectives realistic?

Leadership

1. Is there evidence of full commitment on the part of:
  - Regional Board and Staff?
  - Hub-City Board and Staff?
  - Participating Unit Boards and Staff?
2. Is the National Staff organized in both a flexible and functional way that will provide support and/or leadership?
3. Are staff and lay roles clearly specified and lines of accountability for task performance identified?
4. Has provision been made for rotating membership on the Cluster Steering Committee?
5. Has provision been made for adequate lay involvement from all participating units?
6. Is the Hub-City ready to support the influence potential of all participating units in Cluster functioning?

Organizational and Process Structure

1. Is the Hub-City supportive of the Cluster and willing to commit resources to Cluster functioning?
2. Are all participating units in the Cluster willing to share resources as they are needed and desired by other Cluster units?
3. Does the Hub-City have technical resources as part of its Metropolitan staff in the following areas:
  - Fiscal Management?
  - Building Maintenance?
  - Manpower Development?
  - Financial Development?
  - Planning?

4. Has the Hub-City demonstrated high performance and expertise in the above areas?
5. Are there contractual arrangements for specified periods of time that provide specific Cluster objectives with accountability for performance?
6. Are options for participation provided for all units in the Cluster?
7. Have provisions been made for evaluation of Cluster effectiveness, including cost/effectiveness, on an annual basis and for continuous feedback into the Cluster?

#### Environment

1. Is the Hub-City perceived as having competence that is wanted by the contiguous units?
2. Does the Cluster represent a regional planning area, metropolitan trade center or Standard Metropolitan Statistical Area?
3. Does the media coverage of the Cluster override local YMCA service areas?
4. Do prior working relationships, contacts and experiences indicate that collaboration with other agencies in the Cluster can be effected in achieving Cluster objectives?



EXAMPLES OF 1973 PROPOSALS

THE MASSACHUSETTS BAY YMCA COLLABORATIVE PROJECT  
14 Somerset Street  
Boston, Mass. 02108  
Tel. 617-523-4570

M E M O R A N D U M

To: Mass. Bay Executive Directors and Branch Executives  
From: Jack Appleton  
Date: April 11, 1972  
Re: Request for Hub City Funds for 1973

Attached please find a copy of the proposal to be presented to the Regional Board requesting a grant of \$50,000 for specialized services to be delivered to Mass. Bay YMCA's by the Greater Boston YMCA during 1973. This covers all services presently available under the 1972 contract plus certain new features proposed by a committee made up of George Ramsden, John Danielson, Bruce Taylor and Jack Appleton.

The proposal will be reviewed in detail in the special open meeting called for such purpose on Friday, April 14. Any modification resulting from the discussion at the called meeting will be incorporated prior to the final vote at the regular meeting of the Steering Committee on Thursday, April 20, at the Waltham YMCA.

Attachment

On January 1, 1972, the Greater Boston YMCA began delivering consultative Field Staff services on behalf of the Northeast Region YMCA to the YMCA's in the Greater Boston Area. During the initial three-month period of the twelve-month contract, the following types of services have been provided to local Associations and to the Mass. Bay Cluster of YMCA's:

- Development of uniform chart of accounts
- Installation of one write systems
- Mass media public relations
- Maintenance consultation
- Consultation on contracts with State of Mass. Department of Youth Services
- Seminar with YMCA executives and charitable foundation representatives
- Consultation on capital fund raising.

The above list is intended to be descriptive rather than evaluative. The life of the contract has been too brief to provide a full evaluation. There will be a mid-point evaluation at the end of six months and a year-end evaluation. However, response to the services provided to date has been positive and the volume of requests has increased each month. This has encouraged the development of a second-year contract proposal which has been prepared in collaboration with the regional staff person assigned, John G. Appleton, and the Chairman of the Mass. Bay Cluster, George Ramsden.

Therefore, based on experience to date, the attached proposal for \$50,000 is submitted to the Northeast Region YMCA Board.

## I. PERSONNEL

The Greater Boston YMCA will continue to make available through this contract the consultative services of the following staff:

John Danielson	Leo Johnson	Peter Post	Bruce Taylor
Alden Eberly	Al Larrabee	Jack Rogers	Ken Thompson
Arthur Fultz	Rob MacIntosh	Alvan Sinoff	Don Vincent

In addition, services of other members of the Greater Boston staff can be utilized as they might be required.

## II. SERVICES

The contract will provide for the continuation of consultative staff services in the following areas:

### A. Personnel and Training

1. Development of a uniform personnel policy with particular reference to:
  - a. Provisions for annual appraisal of personnel.
  - b. Salary ranges and salary administration.
  - c. Fringe benefits.
2. Monitoring minimum standards of orientation of new employees.
3. Development of a uniform and complete file on professional and administrative personnel.



4. Development of a schedule of career development for Staff Associates.
5. Identification of personnel, orientation and training needs of Executive Directors and training resources.
6. Development of more adequate budget resources for staff development.
7. Upgrading utilization of work-study students.
8. Interpreting and promoting participation in the comprehensive program of Career Development and Staff Training of the National Council of YMCA's.
9. Development of a system in response to compliance with the Unemployment Compensation Act.

B. Financial Development

1. Sustaining Membership Campaign or World Service Campaign

- a. Help develop lay and staff training workshops.
- b. Consult on campaign materials, including design and content.
- c. Consult on manpower needs and organizational structure.

2. Deferred Giving

- a. Provide outline for material for Endowment Brochure.
- b. Recommend technical consultants on annuities, non-cash gifts and other methods of deferred giving.
- c. Provide training sessions for attorneys, bankers and insurance men concerning deferred giving.

3. Capital Campaign

- a. Provide information on Capital Campaign consultants.
- b. Help design lay and staff training sessions.
- c. Consult on manpower needs and organizational structure.

4. Foundation Giving

Provide information on Greater Boston Foundations.

5. U.C.S.

Provide consultation on strategy, preparation and presentation of U.C.S. budget requests.

C. Management Services

1. General Consultation - Consultation on "general" type of issues where the scope of problem is undefined; goal is to assist local management in identifying critical variables for local decision making.
2. Computer Systems - Assistance in preparing feasibility studies leading toward manual/machine decisions for local implementation. Scope of studies could include the following:

- a. In-house computer processing.
  - b. In-house electric accounting machines.
  - c. Full capability service bureau.
  - d. Limited capability service bureau (i.e., handle payroll).
3. Manual Systems - Evaluation and recommendations leading to modification or replacement of local manual accounting, accounts receivable billing, accounts payable, membership, program record keeping methods.

NOTE: The Management Services Staff assumes that (a) most Mass. Bay participating Associations do not have sufficient transaction volumes to support in-house computer installation; (b) there is a distinct advantage to local-regional-national adoption of the recently accepted Uniform Chart of Accounts.

4. Main Desk Procedures - Local implementation of an integrated plan involving physical layout and installation, receipting and record keeping equipment, evaluation of support machines; leads to job descriptions, manpower deployment, and flow of work outputs.
5. Operating Budget and Cash Flow - Use of local data to develop "historical" cash income and expense. When related to "spread" budgets, enables local management to plan for cash shortages/surpluses well in advance of crises situations. Potential outcomes could be short-term borrowing, short-term investments, line of credit, etc.
6. Capital Budgets and Cash Flow - For use in capital projects. Basic concept is estimation of capital contract billings and forecasting of income from pledges. Potential outcomes as above.
7. Invested Funds - Evaluation of performance of invested funds; recommendation regarding future long and short-term investment policy.
8. Purchasing-Inventory - Evaluation of inventory investment and security. Output is recommendation regarding efficiency of inventory management (re: frozen cash) and purchasing volume.
9. Controls - Testing of receipting process and petty cash procedures. Elimination of potential loss, pilferage, or error in cash receipts.
10. Capital Projects - Including but not limited to consultation on contracts, furnishings, scheduling, arbitration, construction monitoring.
11. Cost Studies - Consultation on implementation of either the "National Formula" or other reasonably accepted cost collection-allocation methods; follow-up consultation regarding rate structures based on rate-of-return or other profit constraints.

D. Maintenance

1. Consultation on Cost Estimates

Accurate cost estimates for YMCA buildings can be provided that will include labor and material costs for plumbing, electrical, carpentry, and painting work, and for renovation and construction projects. Estimates will be prepared in written form, itemized for hours of labor, kinds and



amounts of materials, estimated time to complete a given project and supervision to completion any contract agreed upon.

2. Consultation for Training of Maintenance and Custodial Personnel

A program to provide for the training of personnel in cleaning, maintaining and maintenance prevention of YMCA facilities. Training of custodial personnel on what to look for before troubles begin and what to do after; how to determine the right materials for specific maintenance jobs; and training employees where to find the resources for specialized maintenance projects. In this program will be included any one or all of these procedures; group training, in-service training and/or on-the-job training.

3. Consultation on a Preventative Maintenance Program

Preventative Maintenance consultation will include development of systems for individual member units, kinds of materials needed in the program, time involved and personnel needed for the success of the program.

Personnel available for these training programs include experienced builders, maintenance Superintendent, licensed plumbers, licensed electricians, qualified and experienced carpenters, engineers and specialists in the building and maintenance field.

E. Public Relations

1. Service to Local Units:

- a. Evaluation and/or consultation in the area of utilization of available media resources.

- Newspapers - radio - television - billboards - special promotion

- b. Evaluation and/or consultation of organizational graphics.

- Brochures - letterheads - posters - billboards - annual reports - special funding materials - membership cards - all other printed material designated for public contact - printers (most efficient use of)

- c. Organization of Special Presentations.

- One on one interpretive books (for funding, volunteers, etc.) - exhibits - slide tape and multi-media - simple and portable; complex (gear to one time and/or specific groupings)

2. Service to the Mass. Bay Units Collectively (via Jack Appleton)

- a. Consult for a Mass. Bay Area Public Relations Workshop which would include: leaders from key media - newspaper, radio, T.V. - an Instruction Manual for the utilization of simple public relations tasks - i.e., calendar announcements, news releases, spot announcements.

- b. Consult for the consolidation of materials with common use - i.e., camp brochures, YMCA week, sustaining membership - would include the larger per cent of materials printed by YMCA's.

- c. Collaborate to produce Radio and T.V. spots for common events (also Billboard, Posters) - i.e., fall program, camping, Y week, Learn-to-swim.

#### F. Program Development

Program development in the YMCA is essentially the actions and interactions which further the purposes of the YMCA.

Personnel, including members, volunteers, laymen, staff, facilities and funds are resources for program development. Broadly considered, program is everything that happens to people in their contacts with or because of the YMCA. It includes all of the influences which the organization exerts upon their growth and development and their attitudes and conduct.

Basic to program development is the clarification of goals and purposes, of needs and interests. Appropriate involvement of those persons concerned or to be affected, built-in planning and evaluation processes, assessment and mobilization of resources are fundamental elements of program development.

Bringing about growth in persons and constructive changes in society are both recent and traditional goals of the YMCA. The realization of these goals is interrelated in program development. It is well illustrated by those who attended classes to improve their skills in the use of underwater breathing apparatus and who concurrently collaborated with others in getting state legislation passed to insure the manufacture and sale of safe apparatus.

The positive result of program development is the only rationale for the existence of the YMCA. All other components of the YMCA may be judged by the extent to which they contribute or the extent to which they are utilized in program.

The scope of program development and services available to the Mass. Bay YMCA's through the Greater Boston YMCA is as follows:

1. Clarify the goals and purposes of the local YMCA by boards, committees and staffs.
2. Expand the recruiting and training of volunteer leadership on behalf of Association program.
3. Increase the role of youth and young people in the goal setting and decision making of the Association.
- \*4. Develop pilot projects in collaboration among YMCA's in response to public issues which merit state or federal funding.

\*Opportunities for enlarging the scope of such projects as "Spanish-Speaking Resident Camping" supported by federal funds should be explored. For example, if the project is renewed, it may be possible to include Spanish-Speaking youth who are residents of municipalities outside of Boston.

Concerns common to several YMCA's should be identified which may be developed into proposals which fall within the scope of federal legislation and funding. Particular attention should be given to the availability of project funds through H.E.W., the Department of Labor, and the Department of Justice. Attention should be given also to project funding through state and municipal agencies.



5. Implement the minimum standards of the YMCA Aquatic Program.
6. Develop minimum standards in the operation of fitness programs for adults.
7. Respond to the growing need for veterans counseling.
8. Expand the outreach of the YMCA into the community.
9. Utilize the resources of college and university students for career oriented experiences.
10. Coordinate planning and resources for resident and day camps.

#### G. Organization Development and Planning

Organization development describes the process in diagnosis, problem solving and training which can be used to help an organization improve its effectiveness. Organization development focus is the concern within the organization for increased competency in the functions and work of persons within it; more flexibility in dealing with the changes it must confront and increased capacity to do the work it must to become the kind of organization it desires to be. Organization development, therefore, works with both the people in the organization and the facts of organizational life. That is, its procedures, its structure, its process of communication, its decision making and its relationship to its external environment.

Organization development, therefore, will focus on the following factors in organization life:

1. Development of a problem-solving orientation and process.
2. Development of diagnostic skills.
3. Identification and mobilization of resources needed.
4. Design and implementation of training required.
5. Development of a continuing process of planning, implementation, evaluation and modification.

Planning is a rational process of decision making based on clear objectives, adequate information, development of alternative courses of action, selection of one or more of these alternatives, implementation, evaluation and modification.

Planning, therefore, will focus on the following:

1. The development of a planning process including:
  - a. Long-range planning -- The means for projecting where the organization wants to go over the next five or ten years, and involving systematic decision making to determine long-range needs and objectives and to formulate broad plans of action to meet them.
  - b. Short-term planning -- The establishment of short-range goals (one to three years), the selection of activities to be undertaken within that period, the assignment of priorities and designation of specific courses of action that will be undertaken. This is based on review of existing activities and projection of suggested new activities.



- c. Budgeting -- The translation of plans into the financial requirements for a specifically defined time period, and the basis on which financial resources of the Association are committed among approved programs.

2. Project planning.
3. Organization self-studies.
4. Community need assessments.

### III. NEW SERVICES

Three new or expanded services are proposed as a part of this contract.

- A. To provide 50% of the time of a full-time staff person in the area of Personnel, Training, Employment and Racial Practices. In addition to the specific areas listed in II A, the following areas would be added:
  1. Development of job mobility for staff within the 20 YMCA's in the Mass. Bay Area.
  2. Personnel systems and practices with particular emphasis on performance appraisal, labor relations, unemployment law.
  3. Implementation of such national thrusts as Project Equality.
  4. Development of YMCA job opportunities and job mobility for minority group members.
- B. To provide 25% of the time of a full-time staff person to function as the primary staff resource to the Program Council of the Mass. Bay Cluster of YMCA's in the development of:
  1. Training for full-time program staff.
  2. Inter-Association program projects.
  3. Full utilization of the potential leadership on Greater Boston Area college campuses.
  4. Training designs for part-time program staff in specialized fields such as: day and resident camps, high school work, community outreach, aquatics, etc.
- C. To make available to all YMCA's in the Mass. Bay area participation, through the Greater Boston YMCA, in two health benefit plans -- Blue Cross/Blue Shield and Harvard Master Medical. The Greater Boston YMCA would make the necessary arrangements with both of these health plans and provide the administrative services necessary to process all participants.

The Young Men's Christian Association of Metropolitan Chicago

CHICAGOLAND PROPOSAL - 1972 - 75

BACKGROUND

Executives of 14 independent YMCA's, including Chicago and 13 adjoining YMCA's, have been meeting about monthly for three years, with full support and initiation by Dunbar Reed and Region I. During this three years, four additional YMCA's have joined this cluster (making 18) and at present, 8 to 10 other independent YMCA's are in negotiation for this relationship. Individual operating units from both Indiana and Illinois include approximately 60 in Chicago, 22 units of affiliated independent YMCA's and about 15 units in those YMCA's considering this relationship. All but one existing YMCA included in the cluster is actively participating. It is anticipated that approximately 100 operating units will be involved in the near future - 60 in Chicago and 40 units from about 27 independent YMCA's.

Two years ago, this group of Executives asked the Chicago Association to provide full support services beyond those normally proved by Region or National Staff. This original contract for services was one of the three hub-city experiments contracted with the National Board, whereby Chicago YMCA was reimbursed for some of their operating/servicing costs. Funds were built into the Region I budget for this, which amounted to about \$54,000 in 1969, \$63,000 in 1970 and \$56,000 in 1971.

The three years have seen continual growth in the cluster. During 1968, the chief focus was on building a common power base to affect the Region and National service delivery. In 1969, a deluge of specific service requests to Chicago were generated and serviced. During 1970, trust and openness in the cluster was established through crucial test actions - experimenting with a unified financial development plan (basically a bust) - critical staff executive placement decisions - enrollment in a variety of fringe benefit programs (group health and life, credit union, deferred annuity, disability) - computerized accounting-payroll system and one formal contracted affiliation, including line supervision. In 1971, the primary thrust is development of and "buying into" a variety of support systems that indicates a survival need for both Chicago and independent YMCA units. Continual development and refinement of sophisticated programs to provide effective management and administrative support, and thus free up greater energy for service delivery, is indicated as the primary focus for both the immediate and long term future, and applies equally to all operating units both in Chicago and in the independent YMCAs.

Key to the cluster development experience has been the ongoing meeting together of Executives. This group is defining objectives, assessing results and determining thrust for the cluster. More and more, they are performing the key communication role to other staff and laymen for two way communication.

Additionally, the gradual increased involvement of other key Chicago Metropolitan staff (through testing needs for, and feedback on, support system development) provides consideration of requirements of both independent units as well as operating groups of Chicago units, thus increasing effectiveness through coordination of development and planning.

Finally, the thrust of the cluster has been enhanced by a three way support dialogue throughout - independent YMCA Executives, Region Staff and Chicago Staff, leading to a continued growth in potential and operational effectiveness.

## RATIONALE

Support system development (as opposed to continual "fire fighting" in crises) will be the major thrust in coming years. Development of these systems with full involvement of all operating units is essential. Financing their development, testing refinement, and making them operational must be provided.

The major technical expertise areas being developed in the YMCA of Metropolitan Chicago as services available to both its operating units and independent YMCA's are as follows:

### I. Project Management of Chicagoland Cluster operation

### II. Fiscal Management

- Automated accounting for all operating accounts, including payroll
- Automated complete accounting, including capital and reserve accounts
- Program-Budgeting - Cost accounting sub-system
- Fiscal Management for government funded projects

### III. Management Development

- Program development and coordination
- Management by Objectives
- Facility operations
- Personnel Administration
- Fringe benefits administration
- Training and manpower development
- Technical expertise consultants
- Planning

### IV. Financial Development

- Consultation in communications, financial development and marketing
- Government Regional Office representation, including proposal development for public funding
- TV and radio spots for Chicago outlets and local station uses.

## COSTS

It is assumed that developmental costs for these above support areas will be primarily costs to the Chicago Association. Providing these services on an operational basis to independent YMCA's in the cluster will continue to be supported partially from Region I through its contract with the Chicago YMCA for delivery of services. It is assumed a growth rate of about 5% annually will increase these payments from the \$56,000 in 1971 to approximately \$68,000 in 1975.



CHICAGOLAND YMCA'S

BUDGET

	<u>1972</u>	<u>1973</u>
I. CLUSTER MANAGEMENT		
- Cluster operations - providing cluster executive - 25% of one staff time equivalent	\$ 6,000	\$ 6,300
- Monthly (or more often) cluster meetings	800	1,000
- External Organization Development Consultants	<u>2,000</u>	<u>2,300</u>
Total - Cluster Management	<u>\$ 8,800</u>	<u>\$ 9,600</u>
II. FISCAL MANAGEMENT		
- Provide <u>Automated Accounting System</u> for all operating accounts, monthly operating statements, including printouts of supporting data - and computerized payroll system for 7 independent YMCA's in 1971, 14 YMCA's in 1972, 21 YMCA's in 1973 and 28 YMCA's in 1974.	\$35,000	\$40,000
- Funding for developmental work (external consultants and technical expertise - plus current staff) to implement a <u>Complete Accounting System</u> - an automated system to record all capital, operating and club treasury accounts; monthly operating statements and balance sheets; printouts of all supporting data.	15,000	No Charge
- Funding for development work (consultants, experts, and current staff) to implement a <u>Program - Budgeting - Cost Accounting Sub-System</u> to include: membership recording-billing; program activities and services recording system, including cost accounting, conforming with internal management needs, United Way and National YMCA report needs.	No Charge	12,000
- <u>Fiscal Management System for Government Funded Projects</u> , including budget preparation, operating guidelines, contract negotiations, administrative procedures.	<u>No Charge</u>	<u>No Charge</u>
Total - Fiscal Management	<u>\$50,000</u>	<u>\$52,000</u>

Chicagoland YMCA's - Budget - Cont.

1972

1973

III. MANAGEMENT DEVELOPMENT

- <u>Provide technical expertise for consultation on call in the following areas:</u>		
-Program development and coordination		
-Management by Objectives system		
-Facility Operations system		
-Personnel Administration system		
-Fringe Benefits Administration system		
-Training and Manpower Development system		
-Urban Programs, including community development		
-Education programs, including high school, college and informal education		
-Employment and Training Programs		
-Planning	No Charge	No charge
- <u>Provide direct operational services to Chicago and independent YMCA units as follows:</u>		
-Coordination of special events and activities in Physical Education - Physical Education Congress and Methods, Research Conference, etc.		
-Provide administration and claims handling for health and life insurance program of the Urban Group.	No Charge	No Charge
Total - Management Development	No Charge	No Charge

IV. FINANCIAL DEVELOPMENT

- <u>Provide consultation services in Communications, Financial Development and Marketing.</u>	No Charge	No Charge
- <u>Provide Governmental Regional Office Representation:</u> All government agencies have regional offices in Chicago, serving from 8 to 10 midwest states. Provide consultation, and entry to these agencies - who to see, where to take what kind of proposal, etc.	No Charge	No Charge
- <u>Provide TV spots and Radio Spots</u> (camping, swimming, contributors, etc.) run for Chicagoland YMCA's through Chicago TV outlets and sent to local radio and TV stations in local cities. Production costs to be shared by cluster YMCA's. Development costs by Chicago.	No Charge	No Charge
Total - Financial Development	No Charge	No Charge

SUMMARY TOTALS

I. Cluster Management	\$ 8,800	\$ 9,600
II. Fiscal Management	50,000	52,000
III. Management Development	No Charge	No Charge
IV. Financial Development	No Charge	No Charge
GRAND TOTALS	<u>\$58,800</u>	<u>\$61,600</u>

PROPOSAL  
CHICAGOLAND MODEL FOR 1971-72

I. Presently four styles of membership - participation

1. Attendance at monthly meetings
2. Call for what help you want of specialized technical nature or general consultant nature
3. The computerized accounting - payroll package
4. Affiliation - like Berwyn Cicero

II. During the past six months, we have moved toward operation issues, supports and systems as primary priorities for services in monthly Chicagoland meetings - this prompts several needs.

1. Need tie-in of Chicago operational staff on operational issues.
2. Need coordination of developing support systems (i.e., accounting - personnel administration - training - planning - financial development - program development, etc.) so needs of all operating units - both independent Y's and Chicago units are considered and serviced.
3. More effective use of people's time.

III. RECOMMENDATIONS

A. Participation

1. Maintain monthly meetings of Executive group with agenda items surfaced by both operational and support groups.
2. Pinky Parker and Jean Anne Durades to be assigned by Dunbar Reed as general consultants to the Chicagoland Cluster, both independent and Chicago units.
3. Pinky Parker to meet twice monthly with Chicago District Directors (Dale Litney's group) for liaison with operational problems.
4. Jean Anne Durades to meet regularly with Corporate Resources and Development staff (Bill Kuntz's group) for liaison with support systems.
5. Dale Litney to meet monthly with Chicagoland Executive's group for liaison with operational issues.
6. Dunbar Reed and John Root will meet with Chicagoland executives as required.
7. Bill Kuntz to continue as needed in coordinating monthly executive meetings and coordinating Chicago support services.

B. Objectives for 1971-72

1. All cluster executives of independent units active in monthly meetings in determining directions and assessing results of cluster effectiveness.



2. Include other independent "Y" units in the cluster - i.e., northwestern Indiana, such as South Bend, Porter County and Michigan City, as well as other northeastern Illinois units, such as Belvidere, Ottawa and DeKalb.
3. Increase participation of all cluster units in the two complete support systems now available - the complete fringe benefit package and the complete accounting package.
4. Commission a staff group composed of both independent YMCA's and Chicago personnel to recommend by December 31, 1971, a model to do two things:
  - a) Achieve participation, communication and mutual support by both independent and Chicago units in cluster affairs
  - b) Determine appropriate involvement at three levels - program staff - executive staff - laymen
  - c) Utilize outside consultant with this task group - possibly Tom Bennett
5. Secure re-affirmation by each independent YMCA by Board action for participation in the Chicagoland YMCA Cluster.

William Kuntz

WK:fl

5/18/71

FAIR SHARE SUPPORT - 1970  
REGION I - ASSOCIATIONS

PROPOSED Y'S IN CHICAGOLAND CLUSTER

<u>ILLINOIS</u>	<u>1970 ACTUAL</u>	<u>1970 UNPAID</u>
Aurora	\$ 10,527	--
Belvidere	2,670	--
Berwyn (Berwyn-Cicero)	0	\$ 2,184
Chicago	68,252	--
Crystal Lake (Lake Region)	1,999	--
DeKalb (Kishwaukee)	2,693	--
Elgin	10,433	--
Evanston	7,033	--
Glen Ellyn (B. R. Ryall)	6,319	--
Joliet (Joliet Central)	10,076	--
Joliet (Community Branch)	804	--
Kankakee	5,316	--
Libertyville (Waukegan Community Branch)	470	--
Lombard	0	585
Naperville	4,068	--
North Suburban	9,250	--
Oak Park	6,340	11,060
Ottawa	1,683	--
Proviso	--	--
Rockford	8,383	--
Waukegan (Central)	5,506	--
Waukegan (Genessee Street Branch)	<u>932</u>	<u>--</u>
TOTAL ILLINOIS	\$162,754	\$13,829

FAIR SHARE SUPPORT - 1970  
REGION I - ASSOCIATIONS

PROSPECTIVE IN CHICAGOLAND CLUSTER

<u>INDIANA</u>	<u>1970 ACTUAL</u>	<u>1970 UNPAID</u>
Chesterton (Porter Co. Westchester Branch)	\$ 425	\$ 710
Elkhart	0	6,128 (Pd. \$5,888 in 1969)
Gary	3,000	3,544
Hammond	2,319	--
LaPorte	2,668	--
Michigan City	2,368	--
Portage (Porter County - Portage Township Branch)	431	195
South Bend	9,814	
Valparaiso (Porter County)	<u>1,432</u>	<u>2,706</u>
INDIANA TOTAL	\$ 22,457	\$13,283

Summary:

20 Illinois Y's	\$162,554	\$13,829
9 Indiana Y's	<u>22,457</u>	<u>13,283</u>
TOTAL	\$185,011	\$27,112
TOTAL PAID & UNPAID	<u>\$212,123</u>	



SOUTHWEST YMCA METRO SIX BUDGET PROPOSAL

ORGANIZATION:

Metro/6 is the collaborative organization of the six Metropolitan YMCAs in the Southwest Region. These Associations have a total of seventy-nine operating units. The Metro/6 Staff group has a membership of 18 staff members and has been meeting four times each year for training, planning, and working on major issues and concerns. Three Task Groups are functioning in the area of: 1. Fiscal Management; 2. Financial Development; 3. Management Development.

PURPOSE:

Develop and maximize the use of the collective capabilities of the six Southwest Metropolitan Associations for more effective management and influencing societal changes. Within this purpose is the assumption that existing and developing capabilities of the Metro-Six would be available to other Associations who desire to work in a collaborative system for their own improvement.

EXPERIENCES:

In the past year, the expertise of the staff has been enhanced and the capability to share management resources with other Associations increased through the following:

1. A Management Development plan has been completed which provides for position description, performance appraisal, training need assessment and salary administration. Each of the Metro/6 Associations is working on this plan, and at least one other Association has adopted the plan. The task team from Metro/6 gave leadership to a National Meeting on wage and salary administration meeting of the National organization.
2. Staff has been of assistance to small Associations in I.R.S. related problems.
3. The Fiscal Management Task Group is well along into the Data Processing Program which will be available to other Associations.
4. A planned program Budgeting Training Program is planned.
5. A YMCA Marketing Training Group will be held Sept. 6-8, 1972 from which will come new learnings in marketing the YMCA product.
6. A Financial Development session was sponsored for selected Executives and the Metro/6 Staff.
7. John MacBean conducted a financial development seminar for Metro/6 staff and laymen.

These are a few achievements which are moving the Metro/6 group toward its objectives of becoming more proficient in its own management skills and in improving its capability in responding to other Associations as needed.

BUDGET PROPOSAL:

We present the request for funding in 1973 from the Regional Budget with growing confidence in the collaborative idea. The achievements of the six Associations in the past year have demonstrated the gains to be made and already can be seen in the spin-off value to all Associations.

METRO/6 1973 BUDGET ESTIMATES

LEADERSHIP TEAM

6 Meetings - 4 people	\$1,600	
Communication-Tele., postage	300	
General Meeting Expenses	300	
Consultant fees	<u>1,000</u>	
TOTAL		\$3,200

FISCAL MANAGEMENT TASK GROUP

Data processing program		
Programming time	4,500	
Rental Key Punch (testing)	1,500	
Key Punch Operator	1,500	
Consultation time	2,000	
Reproduction	<u>200</u>	
TOTAL		9,700

\*\*\* MANAGEMENT DEVELOPMENT TASK FORCE

Self Development		
Development Training	1,000	
Personnel Administration	1,500	
Other Training & Development		
Program action planning	1,000	
Program Skills	1,500	
Consultation Expense	<u>3,000</u>	
TOTAL		8,000

FINANCIAL DEVELOPMENT

Reproduction	300	
Leadership Training		
Special Seminar	2,500	
Travel	300	
Meetings - Hotel, Meals	500	
Postage, Telephone	<u>200</u>	
TOTAL		<u>3,800</u>

TOTAL BUDGET REQUEST \$24,700

\*\*\*See detailed information attached--

KENTUCKIANA CLUSTER  
GOALS AND OBJECTIVES

1973

A. Purpose:

The purpose of the Kentuckiana Cluster is to operate and develop as a Cluster of local YMCAs, with the Louisville YMCA as the Hub City Association, to work cooperatively in sharing experiences and meeting needs in order that the member YMCAs be strengthened and their constituents more effectively served.

B. 1973 Goals and Objectives:

<u>Goals</u>	<u>Objectives</u>
I. To continue a program of Financial Development to strengthen the financial situations of participating Associations.	<ol style="list-style-type: none"><li>1. Continue utilization of FD consulting services.</li><li>2. Establish a set amount of money in local budgets for Financial Development.</li><li>3. Each Association operating with a FD plan and program.</li><li>4. A Sustaining Membership drive in each local Association with successfully achieved goal.</li><li>5. Successful Membership Enrollment in each Association.</li><li>6. A percentage increase in the following categories: Sustaining - 15% Membership - 15% Cash Contributions 10% over 1972 actual.</li><li>7. Each local Association establish an Endowment Fund and involve 50% of Corporate Board Members in Fund.</li></ol>
II. To investage and implement such administrative support services as are deemed feasible, i.e. Computerized Membership records, Central Bookkeeping, etc.	<ol style="list-style-type: none"><li>1. Hold a seminar on possible administrative services.</li><li>2. Involve local Associations in experimental projects around feasible administrative support services.</li></ol>
III. To develop a Cluster Assembly which includes Lay and Professional members and to strengthen Lay involvement in the Cluster.	<ol style="list-style-type: none"><li>1. Hold a Spring Workshop for Lay and Professional around pertinent source material.</li><li>2. Hold a Workshop in the Fall built around pertinent source material.</li><li>3. Election of delegates to Cluster Assembly from each Association.</li><li>4. Lay involvement in on-going program of Cluster.</li></ol>



- IV. To develop and implement a "self help" process and program that identifies resource and skills of member YMCAs that are readily available and responsive to needs and potentials of member YMCAs.
  - 1. Secure in writing the 1973 objectives of all member YMCAs to serve as an assessment of Association resources needed by each YMCA during 1973.
  - 2. Establish and make operative a "Resource Bank" of manpower (Lay and professional), Program models, administration and organizational models represented by member YMCAs.
  - 3. Establish and implement a system of regular sharing and communicating of successful program, management and developmental models and experience throughout the Cluster.
  
- V. To effectively involve all staff members in the operation of the Cluster.
  - 1. Keep all staff informed regarding the operation and program of the Cluster.
  - 2. Involve staff as members of committees and task forces responsible for Cluster programs and projects as needed.
  - 3. Conduct one (1) total Cluster Staff Meeting/Training program.
  
- VI. To develop and provide for member YMCAs a comprehensive system of Fiscal Administration and Management for local application and utilization to assure successful local financial operation.
  - 1. Conduct a Fiscal Administrative and Management Workshop for General Directors and Branch and Unit Executives.
  - 2. Maintain an up-to-date resource library of pertinent literature and materials on YMCA fiscal administration and management for member YMCA use.
  - 3. Examination by each local Association of its Rate and Fee schedule with an intent to increase earned income by 15%.
  
- VIII. To develop and strengthen the administration and operation of the Cluster, through adequate staffing, toward successful Cluster functioning and achieving Cluster goals.
  - 1. To clearly define and document the administrative and staffing needs for Cluster operation.
  - 2. To more effectively relate and integrate the role and function of the Cluster facilitator with that of the Consultant to member YMCAs.
  - 3. To develop a plan to finance the Cluster for 1974.
  - 4. Prepare Cluster constitution and by-laws.

#### C. Financing:

The Kentuckiana Cluster acknowledges the fact the annual investment in the Cluster in terms of a consultant's time is estimated at some \$20,000. In order to finance the Cluster's operation and the meeting of the 1973 Goals and Objectives with special emphasis being continued on Financial Development, a budget of \$15,000 will be required. Of this \$15,000, a fair proportion from the Southeast Region would seem to be \$10,000, and Region I's share would be \$5,000.

Submitted by: Shirley T. Smith, Chairman  
Kentuckiana Cluster

EXAMPLES OF 1972 PROPOSALS

Young Men's Christian Association  
TWIN CITIES CLUSTER - VIKING CLUSTER

PROPOSAL

PROPOSAL

It is proposed that the YMCA of Metropolitan Minneapolis will contract with the Mid-America Region for 1972 to provide YMCA management and specialized consultant services to itself, the St. Paul Area YMCA, and the YMCA's of Duluth, Mankato, Austin, and Eau Claire. It is assumed that the YMCA of Metropolitan Minneapolis, in fulfilling this contract, may provide all of these services from its existing staff or may subcontract for certain services from the other YMCA's involved.

PURPOSE

The purpose of this proposal is to provide for inter Association planning, communication, and action programs which will facilitate an increased contribution that will impact on the YMCA's participation in the project as well as strengthen their performance in their respective communities.

SERVICES TO BE PROVIDED BY THE YMCA OF METROPOLITAN MINNEAPOLIS

The YMCA of Metropolitan Minneapolis will provide the following percentage supported general management consultant services to itself and the other participating Associations.

1. Public Relations Counsel

Consultation on the development of materials, establishing relationships with the media, development of an appropriate lay committee, etc.

2. Manpower Development

Consultation on personnel recruitment, placement, salary administration, training, performance appraisal, and benefits and standards.

3. Fiscal Management and Business Administration

Consultation on internal control systems, accounting procedures, budgeting, auditing procedures, internal and external and fiscal reporting processes.

4. Urban Program

Consultation on human relations and interracial matters, government project funding, and urban action programming.

5. Financial Development

Consultation on the development of materials, staff and lay training, board and community interpretation, proposal writing, etc.

6. Sustaining Membership

Consultation on the development of materials, use of systems, training programs, etc.

## 7. Organizational Development

Consultation on program and facility study and planning processes, board and lay recruitment and training, lay organization and structure.

## 8. Property Management

Consultation on property maintenance, housekeeping, taxes, insurance coverage, facility development, and renovation, etc.

## 9. General Program

Consultation on camp management and programs, family programming, health and physical education, program evaluation.

## 10. World Service

Consultation on World Service education and fund raising programs.

The YMCA of Metropolitan Minneapolis will assign a key General Office Staff Executive to serve as the coordinator of the services. He will be responsible for maintaining records of services requested and rendered, and the results achieved.

## RELATIONSHIP TO REGION/NATIONAL STRUCTURE

The specialized staff resources of the Region/National structure will be available to the cluster when needed and if they are available.

## PURCHASE OF SPECIALIZED SERVICES

Participants in the cluster or units outside of the YMCA of Metropolitan Minneapolis may wish to individually or as a unit purchase specialized services from the YMCA of Metropolitan Minneapolis. Examples of these specialized services are: 1) Accounting and Record Keeping; 2) Financial Development Calls; 3) APPD Type Training Programs, Development of Public Relations Materials, etc.

## STAFF COORDINATION

An operating staff group, consisting of the General Executives of the participating Associations, a Region staff member, plus two additional staff members from the YMCA of Metropolitan Minneapolis will be developed to monitor the contract and plan and implement special events.

## LAY INVOLVEMENT

A representative group of lay leaders will be developed to provide direction to the operating staff group as well as determine those special events in which lay leaders should participate.

## EVALUATION

Action goals and evaluation procedures are to be established from the outset so that all Associations may benefit operationally as soon as possible. Among these will be:



1. Degree in which collaboration takes place between Associations and the general agency.
2. Degree to which performance of participating Associations improves.
3. Degree to which the YMCA of Metropolitan Minneapolis is able to provide contact and general consultative services as defined in this proposal.
4. Cost analysis for services rendered, both direct and in kind.

Accountability for the administration of this contract will be shared by the Executives of the Mid-America Region and the YMCA of Metropolitan Minneapolis. Progress and evaluation reports shall be submitted by the YMCA of Metropolitan Minneapolis each three months to the Mid-America Region.

#### BUDGET

##### Project Management

Staff Coordination Meetings (6)	\$ 600
Communication	1,000
Resource Materials, Reports	<u>1,000</u>
TOTAL	\$ 2,600

#### I. Financial Development

##### A. Financial Development

Interpretation to Board & Community	\$ 1,050
Development of Materials	1,050
Staff & Lay Training	1,050
Proposal Writing	<u>1,050</u>

##### B. Sustaining Membership

Development of Materials, Systems, Methods, Training	1,050
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##### C. World Service

Education and Fund Raising	<u>1,050</u>
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TOTAL \$ 6,300

#### II. Management Development

Recruitment and Placement	\$ 1,050
Salary Administration & Performance Appraisal	1,050
Training Assessment Designing	1,050
Standards, Benefits, Personnel Policy	<u>1,050</u>

TOTAL \$ 4,200

III. Fiscal Management and Business Administration

Accounting Systems, Chart of Accounts	\$ 3,150
Internal Control, Reporting, Budgeting, Cost Procedures	1,050
Property Management	
Maintenance and Housekeeping	1,050
Insurance, Taxes	<u>1,050</u>
TOTAL	\$ 6,300

IV. Program Development

A. Urban Program	\$ 2,100
B. General Program	<u>3,150</u>
TOTAL	\$ 5,250

V. Organizational Development

Studies and Planning	\$ 1,050
Lay Training and Recruitment	1,050
Structure and Organization	<u>1,050</u>
TOTAL	\$ 3,150

VI. Public Relations

TOTAL \$ 2,100

TOTAL \$29,900

The budget includes manpower, travel, clerical, and all other back up services.

July 28, 1972

TO: Northeast Region Board

FROM: Tom Cochrane, Chairman  
Hub City Steering Committee

The Central/Western New York Hub City concept was conceived on October 27, 1971 in Rochester, New York, when a meeting presided over by Mr. Lawrence A. Zwicker, Vice President of the National Council of YMCAs, was held to discuss such a project. 65 lay and staff were in attendance. Associations represented were: Urban Group, Northeast Region, Allegheny County, Batavia, Binghamton, Brockport, Buffalo, Canandagua, Corning, Cortland, Elmira, Fredonia, Geneva, Hornell, Jamestown, Little Falls, Lockport, Mohawk Valley, Niagara Falls, Olean, Oswego, Rochester, Rome, Syracuse, Watertown, Wellsville. This group indicated their unanimous support to a Hub City project.

It would consist of 47 operating units and represents a total of approximately \$150,000 paid for General Agency support.

The Steering Committee consists of: Tom Cochrane, Chairman (Buffalo); Warren Webber, Henry Ellis (Rochester); John Kuhfahl (Buffalo); Don Roesler, Joe Stinson (Syracuse); Bob Cummings (Wellsville); Ed Doubleday (Niagara Falls); John Greenover (Chautauqua County); Dick Adams (Mohawk Valley); Clarence Vanderzell (Utica); George Davenport (Auburn); Don Ayres, Bob Firth (Northeast Region).

Why Hub City? This is the direction our National organization is taking. It is a priority of our Northeast Region. A different approach to the delivery of service with general agency support money.

Rochester would serve as the hub, with Buffalo and Syracuse adding support services. Both general and specialists.

A hub city administrator would be employed (salary range \$17,000-\$23,000) and become a member of the Rochester staff and be supervised and report to the General Executive of the Rochester Association.

First year budget of \$100,000 is necessary. Financing to come from the Northeast Region budget; the 5% flexibility budget of the National Board, or a combination of both. If the "flexibility budget" is to be used, the request must be in by August 1, 1972. A further breakdown of the \$100,000 is: \$45,000 for one administrator and administration-consultant services; \$20,000 for general consultant services; \$35,000 for specialized resources. The specialized resource money would be expended as follows:

Manpower development & training events	\$ 7,500
Program development	5,000
Maintenance	4,500
Public Relations	3,500
Financial development	3,500
Competitive sports	2,500
Membership	2,000
Accounting, etc.	2,000
United Way	2,000
Steering Committee	1,500
President's Conference	1,000
	<u>\$35,000</u>

Each unit would be guaranteed a minimum of four (4) visits per year.

Your interest, consideration and ultimate financial support is greatly appreciated by the committee representing the 47 operating units that will benefit from this program.



TRI-STATE METROPOLITAN CONFERENCE OF YMCAs

Preliminary 1973 Budget Proposal

Introduction:

Tri-State is a very large cluster of YMCAs in a very small geographic area. It offers a unique opportunity to experiment and demonstrate ways of effectively collaborating and improving services to local Associations.

This proposal is based on the realization that the majority of Regional services to Tri-State Associations are supplied by Tri-State staff. The basic services currently provided by Regions for Tri-State are physical education coordinating, vacancy mailings and the maintenance of files on prospective new entrants; Career Development Programs; coordination of the procedures necessary to certify local Associations; and a variety of administrative tasks such as communication with the National Board. Since Tri-State does not need to perform these functions, with the possible exception of CDP, the National formula for allocation of Percentage Support to Regions does not apply. Some funds from Tri-State need to be set aside to help cover the cost of general Region operations.

What the Figures Generally Represent:

The proposed 1973 budget calls for the addition of two full-time staff members, one clerical staff and an increase in consultation funds. The larger operation means a proportionate increase in all budget items. Thus, the total budget would be increased from \$164,500 in 1972 to \$255,510 in 1973.

The Need for Services:

Tri-State has gone through a planning process that has resulted in priorities being established for 1972-73. Five task forces are currently at work in the areas of Corporate Finance, Lay Development and Corporate Planning, Staff Power Development, Public Relations and Work with High School Youth.

In addition to providing ongoing consultant services to the 139 units plus 15 camps in Tri-State, our staff is assuming major responsibilities for these priority services that tie in directly with National YMCA goals.

We simply need to enlarge our staff in order to serve all YMCA units more effectively, and we need to attract additional staff with expertise in financial management, planning, and staff development. Further, we need to continue to draw on the expertise of external consultants to assist in specialized areas and to aid in providing assistance in experimental and demonstration projects.

TRI-STATE METROPOLITAN CONFERENCE OF YMCAs

Proposed 1973 Budget

EXPENSE	BUDGET FOR 1972	PROPOSED 1973
/01 Salaries of Directors	\$ 77,562	\$124,800
/02 Salaries of Clerical Staff	16,000	24,460
/03 Fringe Benefits	10,809	15,900
/04 Travel	17,500	24,000
/05 Postage and Shipping	3,000	5,000
/06 Office Supplies and Expense	5,000	5,000
/07 Telephone and Telegraph	5,000	7,000
/09 Insurance	850	1,250
/10 Committee Expense	2,500	3,000
/11 Miscellaneous	500	500
/12 Staff Training	600	1,000
/14 Shared Headquarters Service	4,429	6,000
/16 Program Materials and Expense	750	1,000
/17 Consultation Services	18,500	34,000
/22 Literature and Dues	500	600
/23 Public Relations	1,000	2,000
TOTAL	\$164,500	\$255,510

6/21/72

Explanation of Major Increases in Accounts

/01 Salaries of Directors

This increase covers an average 6% increment for the four present staff and the addition of two competent full-time staff members who would have expertise in general consultation and bring specialized knowledge in financial management, corporate planning, and staff development and training.

/02 Salaries of Clerical Staff

This increase covers an average of 6% increment for our two present clerical staff and the addition of one full-time person to assist with the additional work load of a larger professional staff.

/17 Consultation Services

This increase would provide funds for external consultants, would be the source of funds for purchasing specialized services from local Associations and for funding various experimental or demonstration projects that grow out of the work of the task forces. For example, in 1972 we will use the consultation funds for the following projects:

1. Functional Accounting System Development in Fairfield County
2. Coordinated Planning Effort of Nine YMCAs in Westchester County
3. Special Collaborative Planning in Ocean County
4. A Demonstration of Collaboration in Work with High School Youth in Morris County
5. Resource Assistance from such persons as John MacBean in Financial Development and Dr. Jack Gibb in Organizational Development
6. Documentation of Factors Affecting a Successful Corporate Planning Effort on Long Island
7. Racism Workshop in Orange, New Jersey
8. Planning Specialist in Morris County.

Information Relevant to the Distribution  
of National Dollar Resources

Since Tri-State Funds are allocated by the Northeast Region and Middle Atlantic Region, this data seems to be pertinent to the matter of a fair distribution.

% Support Paid in 1971 by Local YMCAs

Middle Atlantic Region	-	\$489,140
Northeast Region	-	\$590,821
Tri-State Conference	-	\$429,481

Number of Professional Directors (May, 1971)

Middle Atlantic Region	-	389
Northeast Region	-	482
Tri-State Conference	-	372



TRI-STATE METROPOLITAN CONFERENCE OF YMCAs

NORTHEAST

	1971 % <u>Support</u>
<u>NEW YORK - CONNECTICUT</u>	
Kingston, N. Y.	\$ 4,469
Middletown, N. Y.	1,470
Mt. Vernon, N. Y.	256
Newburgh, N. Y.	4,454
New Rochelle, N. Y.	7,598
Port Chester, N. Y.	3,660
Poughkeepsie, N. Y.	7,313
Rockland County, N. Y.	3,682
Rye, N. Y.	3,107
Tarrytown, N. Y.	1,100
Westchester County, N. Y.	826
White Plains, N. Y.	14,658
Yonkers, N. Y.	7,144
Greater New York City	67,285
Nassau-Suffolk Counties, N. Y.	28,433
Bridgeport, Conn.	21,000
Danbury, Conn. (Regional)	1,181
Darien, Conn.	5,173
Greenwich, Conn.	8,026
New Canaan, Conn.	10,559
Norwalk, Conn.	8,198
Stamford, Conn.	3,988
Westport, Conn.	8,152
Wilton, Conn.	<u>1,166</u>
Total	\$222,898

TRI-STATE METROPOLITAN CONFERENCE OF YMCAs

MIDDLE ATLANTIC

<u>NEW JERSEY</u>	1971 % <u>Support</u>
Bayonne, N. J.	\$ 4,746
Bergen County, N. J.	---
Camp Speers-Eljabar, N. J.	427
Central N. J. Camps, N. J.	587
Eastern Union County, N. J.	7,499
Fanwood-Scotch Plains, N. J.	5,650
Freehold, N. J.	2,829
Frost Valley, N. J.	1,272
Hightstown-East Windsor, N. J.	---
Hoboken-North Hudson, N. J.	4,613
Hopewell Valley, N. J.	193
Hunterdon County, N. J.	5,906
Jersey City, N. J.	8,054
Lakeland Hills, N. J.	1,361
Madison, N. J.	6,500
Metuchen, N. J.	1,531
Montclair, N. J.	12,527
Morris County, N. J.	2,113
Morristown, N. J.	6,831
Newark, N. J.	27,209
North Passaic Valley, N. J.	13,437
Ocean County-Lakewood, N. J.	2,594
Oranges, Maplewood, & West Essex, N. J.	26,959
Passaic-Clifton-Garfield, N. J.	8,424
Perth Amboy, N. J.	4,845
Plainfield, N. J.	1,327
Princeton-West Windsor, N. J.	---
Rahway, N. J.	2,837
Raritan Valley, N. J.	4,782
Red Bank, N. J.	9,566
Ridgewood, N. J.	5,276
Shore Area, N. J.	4,541
Somerset Hills, N. J.	1,042
Somerset Valley, N. J.	5,024
Summit, N. J.	7,000
Toms River, N. J.	---
Westfield, N. J.	9,081
Total	\$206,583

RJY/md  
6/21/72

PACIFIC REGION, NATIONAL COUNCIL OF YMCAS

Minutes of Meeting  
Cluster Agreement Task Force

Hilton Inn, San Francisco, California  
Saturday, July 24, 1971

IN ATTENDANCE: Norbert W. Dean (Long Beach), Chairman; Allen Ellsworth (Seattle); Robert Felder (Long Beach); Prentis C. Hale (Los Angeles); Charles Jacobson (Los Angeles); Judge Charles V. Johnson (Seattle); Robert Mayer (Redwood City); Paul Steward (San Francisco); and William Stuber (Portland). Staff: Meredith Mathews, Charles Van Winkle, and Lee Wilson.

INVOCATION: Lee Wilson opened the meeting with an invocation.

OPENING REMARKS: Introductions were made by the Chairman. He said that the purpose of the meeting was to formulate and approve proposals for Regional Board consideration in September relating to financing Hub-City or Cluster Agreement Projects in 1972.

BACKGROUND: Meredith Mathews explained that the 1972 Pacific Region budget was approved by the Regional Finance Task Force on June 25th, and sent to the National Council Control Office in New York to meet the July 9th deadline. The budget contained a new expense item - Cluster Agreement Account 31 of \$35,000 to fund approved Cluster Projects.

Lee Wilson then developed the history of the Hub-City concept, which began with an Urban-Metropolitan Conference in Chicago, of the 64 largest YMCAs in the United States. This Conference was initiated by the largest Metropolitan YMCAs to consider the critical needs of urban Associations, and to search for more effective ways of providing National services to meet such needs. Out of this conference, the Urban Group, made up of the 17 largest city YMCAs, staffed by Solon Cousins and supported by the National Council through percentage financing, evolved. Three urban-metropolitan experimental cluster projects were established -- Massachusetts Bay, Chicago-land, and Tri-State (New York, New Jersey and Connecticut). Each was designed to provide needed services to all the YMCAs involved. These projects were evaluated by the Research and Development Division of the National Board during a 21-month experimental period, April 1969 to December, 1970. The results of the evaluation were generally positive, with the recommendation that such cluster projects be continued, and that other groups of Associations develop projects utilizing the "learnings" from the three experimental projects.

Solon Cousins, working with other clusters of YMCAs, developed projects in Louisville, Kentucky; developed projects with six large cities in the Southeast Region and in the Southeastern Michigan Cluster; developed three projects in the Mid-America Region (St. Louis, Twin Cities, Wisconsin); developed cluster projects in Los Angeles County and the San Francisco Bay area; and also developed projects in the Mid-Atlantic and Northeast Regions.

Bob Harlan, National YMCA Executive Director, supported the Hub-City concept as flexible and effective ways of using percentage dollars to meet the pressing needs of local YMCAs, and authorized the Regional Boards to make final decisions for funding such projects in the 1972 Regional budgets.



In the Pacific Region, the following sequence of steps has been taken:

- A) The San Francisco Bay Area Council of YMCAs developed a project with three objectives:
  - 1) Actualize a Bay Area Federation of YMCAs
  - 2) Develop a common budgeting system capable of presenting a single request to UBAC, and
  - 3) Develop a uniform or single accounting system.
- B) The Executives of the Los Angeles Cluster of YMCAs, in a two-day meeting, May 14-15, 1971, at the Glendale YMCA's Camp Fox on Catalina Island, developed a proposal to fund a pilot project of centralized purchasing; to employ a purchasing agent to manage such collaborative purchasing arrangements for 56 YMCA operating units in Los Angeles County and for such other YMCAs which can benefit from this specialized service.
- C) A meeting was held in Los Angeles on June 10, 1971, of an informal Task Force which was chaired by Allen Ellsworth, General Executive of the Seattle YMCA:
  - 1) To determine cluster agreement guidelines, and
  - 2) To make recommendations to the Regional Finance Task Force responsible for formulating the 1972 Regional budget.
- D) Budget proposals were formulated by the Regional staff on June 14 and 15, 1971, in which it was proposed that for 1972, \$35,000 be included to fund approved "Cluster Agreement" projects. (It was proposed that in the Pacific Region, the term "Cluster Agreement Projects" be used instead of "Hub-City Projects.") This amount was made possible by recommending a Regional staff of 10 instead of 11 for 1972. The elimination of salary and all related support expenses for one staff person made possible a budget of \$35,000 for Cluster Agreement Projects.
- E) On June 25th, the Regional Finance Task Force approved the 1972 budget, including the \$35,000 Cluster Agreement Project item, and proposed the appointment by the Chairman of the Regional Board, of a Cluster Agreement Task Force to:
  - 1) Review and modify the tentative guidelines set up on June 10th
  - 2) Review proposed projects, and
  - 3) Formulate recommendations to the Regional Board meeting in Boise, Idaho, in September. This brings us to our task in this meeting.

CLUSTER AGREEMENT Allen Ellsworth reviewed the guidelines which had been formulated  
GUIDELINES: on June 10th by the informal Task Force. He stated that the Task Force was called together to consider the whole issue of Cluster Agreement Projects and to formulate proposals to the Regional Finance Task Force relative to funding such projects in the 1972 Regional budget. He stated that the Task Force recommended that the Cluster Agreement Projects of the Los Angeles County YMCAs and Bay Area YMCAs be supported in 1972 within the limits of funds available. Tentative guidelines and proposals for the administration of the projects were defined, and some possible options for managing the projects were suggested.

After extensive discussion and modification, full agreements were reached on the guidelines (Note Exhibit 1).

TASK FORCE By unanimous agreement, the Commission to the Cluster Agreement  
COMMISSION: Task Force was restated for the sake of clarity, in the following

terms: "The Cluster Agreement Task Force of the Pacific Region is appointed by the Chairman of the Regional Board to solicit, evaluate, and recommend to the Regional Board, project proposals to be funded in 1972, and to review all future proposals."

SUBMISSION OF PROJECTS: The following statement of procedure relative to the submission and management of Cluster Agreement Projects was agreed upon:  
"All proposed Cluster Agreement Projects for the year 1972 shall be submitted by December 31, 1971, and for all subsequent years, proposed projects must be submitted not later than April 15th in the year preceding the proposed effective date."

CLUSTER PROJECT OF THE SAN FRANCISCO BAY AREA YMCAs: Robert Moyer presented the San Francisco Bay Area proposal, supplemented by remarks by Paul Steward (see Exhibit II). Discussion followed and after considerable analysis, the following action was taken unanimously: "That the project of the San Francisco Bay Area YMCAs be approved, and that funding for 15 months for \$25,000 beginning October 1, 1971, be recommended to the Regional Board; that alternative staffing services in kind be explored; and, because of the urgency for beginning the project soon, that the Regional Board request \$5,000 from the old Pacific Southwest Area Council Reserves."

CLUSTER PROJECT OF THE LOS ANGELES COUNTY YMCAs: Bob Felder, General Executive of the Long Beach YMCA, representing the Los Angeles County Cluster of YMCAs, presented the proposal (See Exhibit III). He stated that the proposal had been formulated in a two-day meeting of Los Angeles County YMCAs in May. Charlie Jacobson also made comments supporting the proposal. Extensive discussion followed after which the following action was taken unanimously: "That the project of the Los Angeles Cluster of YMCAs, beginning January 1, 1972, be recommended to the Regional Board as a 'seed money project'; that not to exceed \$15,000 be allocated for the project to be drawn upon as needed; and that the Regional funds so used will hopefully be returned to the Pacific Region within a three-to-five-year period."

OPTIONAL METHODS OF MANAGEMENT: Allen Ellsworth called attention to the several optional methods of managing these projects which had been suggested by the Task Group which met on June 10th. It was suggested that these and other options be considered as these projects are proposed:

- Some use of Pacific Southwest Area Reserve funds.
- Reassignment of some time of the Bay Area General Consultant.
- Leasing rather than purchasing equipment for the Bay Area Project to reduce immediate costs.
- Return of some or all of the funds advanced by the Region for initiating the Los Angeles Cluster of YMCAs' project, out of anticipated savings or profits of the project.
- Redeployment of Regional staff members to manage one or both of these projects.
- Negotiate with National Purchasing Services of the National Board to help finance and/or manage the suggested Los Angeles County Project.
- Include a portion of the expense of one or both of these projects in the 1971 operating budget.

COMMUNICATION: Because of the importance of the actions taken and the interest which many other Associations have in the projects and the precedents being established, members of the Committee felt that there was an urgent need to communicate its actions and it was agreed that:

- Lee Wilson and Prentis Hale will draft Minutes and Revised Guidelines to be sent to Cluster Agreement Task Force members for review and modifications, if necessary, before final drafts are prepared.



- An article will be prepared for the August "Communicator" explaining the Cluster Agreement Projects concept, and the actions to be recommended to the September meeting of the Regional Board. For the information of the Task Force members, a copy of this article will accompany the minutes of this meeting.
- Following the Regional Board meeting, a more complete memorandum will be mailed to all local Associations; this communication will include Regional Board action on the proposals, and the Cluster Agreement Projects Guidelines.

ADJOURNMENT:           The meeting adjourned at 3:15 P.M.

Recorded by:

Lee Wilson and Prentis Hale

EXHIBIT I

PACIFIC REGION, NATIONAL COUNCIL OF YMCAs

CLUSTER AGREEMENT PROJECTS

Guidelines

Cluster Agreement Projects, supported by Regional resources, represent one of the innovative ways of better serving the program and administrative needs of local Associations. Such projects have broad implications for the general well being and upgrading of all Associations, and the Movement as a whole, and are designed to be consistent with National Goals and Regional Objectives. The following Guidelines will apply:

1. Cluster Agreement Projects originate only through collaboration of several YMCAs in Clusters.
2. Projects must be directed to the high priority needs of the units involved, and have collaborative commitment (commitment to a project is given emphasis by the resources assigned to the project by the local Associations involved).
3. Cluster Agreement grants will be viewed as "seed money" and the project plan must guarantee that after an agreed period of time, the project will be supported by the Associations involved.
4. There must be lay involvement in the planning and operation of the project.
5. Any Association expressing interest in the project may participate, if feasible.
6. The Cluster Agreement Task Force shall review and monitor each of the funded projects to determine its effectiveness, and whether it is serving the program and administrative need as intended. The Task Force shall report its findings and recommendations to the Regional Board annually or more often if necessary.



A PROPOSAL  
FOR A HUB CITY PROJECT OF THE YMCA'S OF THE BAY AREA

Revised July 20, 1971

The YMCAs (7) of the San Francisco Bay Area organized into a Council in 1962. The objective at that time was to begin intelligent planning and collaboration for the five-county area, and to request and receive a single allocation from the United Crusade. For reasons external and internal to the YMCAs, these goals were never realized.

In the last nine months, a new energy has been released to achieve these former, and now expanded, goals. Repeated meetings of lay and staff as a Council and special Task Forces have resulted in agreement to move from a Council to a Federation.

Recent developments by the United Bay Area Crusade have stimulated and provided a sense of urgency to the local Associations to attain identified objectives and also provide a testing ground for other YMCAs and United Way relations across the country.

The Bay Area, therefore, has been included in the Hub City projects which were reported to the National Council May 21-23, 1971 to be funded from National resources.

IT IS PROPOSED

That an amount of \$20,000 be allocated by the Pacific Region Board to the Bay Area YMCAs as a Hub City project (as reported for 1971 by the National Council, May, 1971) to implement the Bay Area Federation, to effectuate unified United Bay Area Crusade budget planning and negotiations, and to establish the accounting systems and procedures necessary for single fiscal agent performance, and that the project be considered for a maximum three-year developmental period with funding not to exceed \$20,000 each of the subsequent years.

THE PURPOSE OF THE FEDERATION IS -

"To increase the effectiveness and influence of YMCAs and YMCA program in the Bay Area."

THE GOALS ARE TO -

1. Develop economic and efficient support and management systems.
2. Develop a cooperative planning process.
3. Secure a broader financial base for support of the YMCAs.
4. Present an integrated program of interpretation throughout the Bay Area.
5. Design a plan for YMCAs to collaborate and organize programs dealing with urbanism.

THE SPECIFIC OBJECTIVES OF THE HUB CITY PROJECT ARE TO -

1. Actualize the Bay Area Federation in 1971.
2. In 1971, develop a single request to UBAC with the objective of securing a three-year funding base and to receive a single allocation for 1972, 1973, 1974.
3. To explore the ways of developing a uniform and/or a single accounting system related to a single request and allocation from UBAC.

Other Objectives (not to be implemented immediately) are to -

4. Develop a unified purchasing system of selected items.

5. Examine the possibility of unified camping services.
6. Examine the possibility of unified youth outreach training programs.

To facilitate the objectives of the proposal and project, a key element for success will be staff support. The following criteria and functions of staff are identified:

<u>Criteria</u>	<ol style="list-style-type: none"> <li>1. Extended experience and capability in management and administration functions. A senior staff member.</li> <li>2. Capability of dealing with top echelon Association and community leaders.</li> <li>3. Extended skill and ability in fiscal control and systems.</li> <li>4. Skill and ability in the planning-Programming-Budgeting System.</li> </ol>
<u>Functions</u>	<ol style="list-style-type: none"> <li>1. Provide staff work for the Federation.</li> <li>2. Facilitate negotiations with member Associations and Boards for adoption of Federation plan.</li> <li>3. Provide staff services for the Bay Area YMCA General Directors achieving stated objectives.</li> <li>4. Give leadership in developing unified budget system and presentation.</li> <li>5. Spearhead planning and negotiations with United Bay Area Crusade (UBAC) in budget and allocations processes.</li> <li>6. Design training in PPBS (or other system developed) for necessary staff.</li> </ol>

FINANCIAL REQUIREMENTS ESTIMATED FOR 1971-72

	<u>Proposed Budget</u>
Executive Salary ( $\frac{1}{2}$ time)	\$10,000
Steno Services	2,400*
Social Security	650
Health	350
Retirement	800
Workmen's Compensation	250
State & Federal Unemployment	250
Office Supplies	500*
Telephone & Telegraph	500*
Postage	600*
Office Space	600*
Travel and Expense	800
Materials, and Supply Systems Development	3,400
Equipment Use or Lease	3,000
Consultant Assistance	500
	<hr/>
Total	\$24,600
*Local YMCA's Contribution	<u>4,600</u>
National Support Request	\$20,000

YMCA OF METROPOLITAN LOS ANGELES

Exhibit III

A PROPOSAL TO FUND A PILOT PROJECT TO DEMONSTRATE THE FLEXIBLE USE OF REGIONAL FUNDS TO MEET A PARTICULAR NEED OF ASSOCIATIONS IN LOS ANGELES COUNTY: SPECIFICALLY, AN AGENT TO MANAGE COLLABORATIVE PURCHASING ARRANGEMENTS ON BEHALF OF THE 56 OPERATING UNITS.

BACKGROUND

There are 18 independent Associations in Los Angeles County, comprising 56 operating units. The General Directors of Los Angeles County have met regularly over many years to discuss problems of mutual concern. More recently, the collaboration has included lay representatives around such items as United Fund concerns.

For several years, the Associations have collaborated with the Los Angeles Association in purchase of food inventories for their many camps, and in bulk ordering of paper and envelopes. The Los Angeles County Associations have been the core group in providing financial support for specific YMCA public relations efforts in the radio and TV media throughout Southern California, emanating from the Los Angeles YMCA's Public Relations Department. Further, on an informal basis, the Los Angeles Association has continued to make available to other Associations a wide range of specific staff training opportunities. The history of collaboration, therefore, is firmly established in Los Angeles County.

RATIONALE

The several independent Associations of Los Angeles County propose that funds from the Pacific Region be granted the Los Angeles Association to establish a Purchasing Department for the benefit of all units in the County.

In these days of spiraling inflationary cost for materials and services, it is imperative that a program of astute conservation be initiated by each YMCA director and his staff without compromising the purposes, intent, or services of the local Association.

Recent test cases have proven that a system of centralized negotiation and/or buying would show a cost savings of many thousands of dollars to each of the Associations concerned. A purchasing agent would pursue the most reasonable cost and greatest saving commensurate with requirements.

The YMCA of Metropolitan Los Angeles, with accountability for 30 of the 56 operating units provides the logical focal point for the establishment of purchasing services in behalf of Los Angeles County Associations. The Los Angeles Metropolitan headquarters could meet the space needs of a purchasing agent, and could provide the back-up systems through its communications center and accounting services to efficiently manage the operation. The Los Angeles Director of Operations could provide effective line supervision of the purchasing agent in behalf of the cooperating units. The Los Angeles County Associations have agreed that, should such a pilot project be funded, a high level of purchasing expertise would be employed. Initial recommendations suggest a recently retired purchasing agent from some major corporate



source. A flexible work schedule could be arranged to meet the needs of the individual as well as the participating Associations. Such a plan would minimize salary expenditures during the pilot period. If the plan proved fully operational, it would be the desire of the Los Angeles County Associations to extend the service to other Associations in Southern California, and develop a funding formula that would reflect the increased magnitude of savings.

Specific examples of areas in which savings might be effected are:

1. Stationery supplies
2. Janitorial supplies
3. Pool supplies
4. Linens, towels, etc.; purchase or rental supply
5. Equipment purchases
6. Contract services
7. Merchandise resale items
8. Gymnasium and sporting goods
9. Paint and hardware
10. Photo equipment sales, service and rentals
11. Coordination of inter-Association items for sale

These are but a few of the areas that the General Directors and staffs enter into negotiations or have dealings with every day. It is anticipated that centralized buying would allow a cost saving of 20% or 30% and higher to be passed on to every unit. Not only dollars would be saved but on-time servicing and/or delivery could be better controlled.

Each unit has been losing much of every dollar expended every month by not being able to take advantage of quantity buying discounts offered by most distributors of goods commonly used every day in every Association. There are also many services that can be obtained at a substantial savings.

Central buying would allow every Association to take advantage of the volume buying power of the additional fifty-four units to effect a cost reduction in most facets of operation. Examples of savings reflected recently with minimal contacts and little persuasion are:

1. Typewriter ribbons from \$1.16 to 60¢ a spool.
2. Gestetner offered a 95¢ reduction per tube of duplicator ink.
3. Pacific Mailing Equipment offered a 30% reduction from Pitney-Bowes cost for service contracts and has included the availability of unlimited calls versus two calls per year.
4. Service contracts on IBM typewriters dropped from approximately \$44.00 per year with service calls to \$37.00 per year with three preventive maintenance calls and unlimited service calls.
5. Pool chlorine and associated chemicals such as acid wash, etc., priced at a 20% saving.
6. Industrial chemicals for branch maintenance and sanitation supplies to be purchased at prices equivalent to supermarket wholesale prices.

These examples indicate typical savings that can be passed on to each Association.

PROPOSED BUDGET - 1972

Purchasing Agent	\$ 6,000
Clerical Support	6,500
Payroll Taxes & Fringe Benefits	1,000
Auto Allowance	500
Administrative Overhead	<u>1,000</u>
	\$15,000

GESTETNER CORPORATION  
3000 Beverly Boulevard  
Los Angeles, California 90057

April 20, 1971

Young Mens Christian Association  
714 W. Olympic Boulevard  
Los Angeles, California

Attention: Mrs. Martha MacNeil

Dear Mrs. MacNeil:

We wish to thank you for the courtesy extended to Mr. Bill Blogg and the writer, when we visited your office recently and discussed the arrangements made with you regarding purchase of supplies as follows:

1. All supplies purchased by the YMCA in the Los Angeles area will be invoiced at maximum quantity discounts, with respect to your order.
2. All paper purchases will be invoiced at maximum quantity discounts less 5¢, in respect to the size of your order.
3. All repairs charged to the YMCA, to those without contract, between December 17th and April 1971 will be credited pending the purchase of contracts.
4. All of the branches in the metropolitan area will be informed by our representatives of our free instructional service to all the Gestetner users.
5. I would also like to confirm our offer to over-haul, free of charge, any old Gestetner belonging to the YMCA's which is now ready to be traded in for a new machine when a second machine would be required by one of the smaller YMCA offices who could not afford the price of a new unit.

PACIFIC MAILING EQUIPMENT COMPANY  
1735 West Seventh Street  
Los Angeles, California 90017

April 26, 1971

Metropolitan Y.M.C.A. Headquarters  
714 W. Olympic Boulevard  
Los Angeles, California 90015

Attention: Mrs. Martha McNeil

Dear Martha,

Thank you for giving us the service maintenance agreement on your Pitney-Bowes mailing machine model 4351.

As per your request I am pleased to quote our "will call" rate for servicing other machines in your various branches. The charge for this type of service is \$15.30 per hour which is 10% less than a similar service would cost from Pitney-Bowes. In addition, when you are ready, I will be happy to quote you service maintenance agreement prices on the branches that have existing contracts.

Also, we offer all types of rebuilt Pitney-Bowes equipment at substantial savings and all carry new machine guarantees of one year on parts and 90 days on labor.

We believe in offering regularly scheduled maintenance to our customers in hopes of eliminating costly breakdowns. Our customers have found that they have fewer interim calls with this type of service.

It, I am sure, would be of interest to you to know that in this area we service many large firms. To name but a few -- IBM, Pacific Telephone, Automobile Club of Southern California, American Broadcasting Co., Farmers Insurance Group, Broadway-Hale Dept. Stores and many others who have been extremely satisfied with our service and equipment.

We would appreciate an opportunity to show you what we can do for the Y.M.C.A. branches.

I will be looking forward to hearing from you.

Cordially,

Gordon Weaver  
Sales Manager



DRAFT OF COMMUNICATOR ARTICLE

CLUSTER AGREEMENT PROJECTS: (a communication from Prentis Hale, Chairman of the Pacific Region Finance Task Force). When the Presidents and Executives of the 64 large YMCAs met in Chicago with the Headquarters Staff and Regional Executives in October, 1969, all YMCAs followed the action with great interest and with some trepidation. Out of that meeting was formed the Urban Group made up of the 17 largest Associations and staffed by Solon Cousins. Ostensibly the purpose of this Urban Group was to study ways of more effectively providing the much needed delivery of services from National. Such a plan could require the use of Regional Staff and percentage funds. Three Urban-Metropolitan experimental cluster projects were established in Boston, Chicago and Tri-State (New York, New Jersey and Connecticut). The results of these experiments were carefully monitored and evaluated and the effectiveness of this Hub-City concept was generally validated.

Two such potential cluster projects were identified in 1971 in the Pacific Region:

- a) The San Francisco Bay Area of eight Associations which sought to form a Bay Area Federation in order to develop a common budgeting system for presenting a single request to the United Bay Area Council, and to develop a uniform accounting system;
- b) The Los Angeles Cluster Project proposed to develop a "seed money" project of centralized purchasing for Ys in Southern California, and other Ys where feasible.

Both of these Pilot Projects developed budgets and requested funds from the Regional budget for 1972. After thorough discussion, the Regional Budget Task Force decided to recommend to the Regional Board that for 1972 there be a Regional Staff of ten instead of eleven, and that the salary and related expense funds thus made available be used to fund Cluster Agreement Projects in 1972.

Mr. Bill Schneider, Regional Board Chairman, at the request of the Regional Finance Task Force at its meeting on June 25, 1971, named Norb Dean, Long Beach, as Chairman of the Cluster Agreement Projects Committee. This Committee met on July 24, 1971, to analyze, evaluate and approve these two pilot projects, prepare appropriate guidelines and to formulate a recommendation for action by the Regional Board in September. Following the board meeting, the "Guidelines," as modified and approved by the Regional Board, will be sent to each Association together with an invitation for additional Cluster projects as they are identified. Such projects must meet the Guidelines in order that the Cluster Agreement Projects Committee may evaluate and recommend on a consistent basis.

Cluster Agreement Projects, supported by Regional resources, represent new and innovative ways of attempting to serve more effectively the program and administrative needs of local Associations. Such projects have broad implications for the general well being and upgrading of all Associations, and the Movement as a whole, and are designed to be consistent with National Goals and Regional Objectives.

Based on the above general statement, please express any reactions you have to the "Cluster Agreements Projects" concept to a Regional Board member or to Meredith Mathews, Regional Executive, before the Regional Board Meeting, September 17-18.

PROPOSAL OF PACIFIC REGION HUB-CITY TASK  
GROUP TO THE REGIONAL BUDGET COMMITTEE

On June 10, an Ad-Hoc Task Force was called together to consider issues in connection with Hub-City projects, and to formulate specific proposals related to the 1972 Pacific Region Budget. In attendance were the following: Allen Ellsworth, Seattle, Chairman; Paul Steward, San Francisco; Glenn Allen, Los Angeles; Bob Goff, Santa Barbara; and Jim West, San Diego. Attending as resource participants were: Meredith Mathews, Lee Wilson, Dwile Heggem, Dave Fenn, Larry Pelesh and Fred Cords. Guidelines governing Hub-City projects were formulated as well as a specific proposal for the Regional Budget Committee.

Guidelines

Hub-City pilot projects, supported by Regional resources, represent new and innovative ways of better serving the program and administrative needs of local Associations. Such projects have broad implications for the general well being and upgrading of all Associations, and the Movement as a whole, and are designed to be consistent with National Goals and Regional Objectives. The following guidelines will apply:

1. Hub-City projects originate only through collaboration of several YMCAs in clusters;
2. Projects must be directed to the high priority needs of the units involved, and have collaborative commitment (commitment to a project is given emphasis by the resources assigned to the project by the local Associations involved);
3. Hub-City grants will be viewed as "seed money" and the project plan must guarantee that after an agreed period of time, the project will be supported by the Associations involved;
4. There must be lay involvement in the planning and operation of the project;
5. Any Association expressing interest in the project may participate, if feasible;
6. Any Associations in the project cluster must be paying monthly their full fair share of percentage support.

Implementation

1. Regional Hub-City lay-staff task force will be appointed by the chairman of the Regional Board to evaluate all Hub-city projects conducted in 1972 and review 1973 project proposals.
2. The Hub-City Regional Task Force will make its proposal directly to the Regional Committee responsible for approving the Regional Budget;
3. Projects are evaluated each year and may be renewed annually.

PROPOSAL

The Task Force on Hub-City Projects endorses and recommends to the 1972 Budget Task Force of the Pacific Region the Hub-City Cluster projects of the Bay Area and Los Angeles County Clusters (the L.A. County Cluster Project enlarged to include all Associations interested in participating, if feasible) for their consideration and

encourage finding financial assistance within the limits of funds available to enhance these projects.

Identified as possible options to be considered as ways of managing these projects were the following:

1. Some use of Pacific Southwest Area reserve funds.
2. Reassignment of some time of the Bay Area General Consultant.
3. Leasing rather than purchasing equipment for the Bay Area Project to reduce immediate costs.
4. Expecting from the savings or profits in the Los Angeles County Project a remuneration of some portion of the funds advanced by the Region for initiating the project.
5. Redeployment of Regional staff members to manage one or both of these projects.
6. Negotiate with National Purchasing Services of the National Board to help finance and/or manage the suggested L.A. County Project.
7. Include a portion of the expense of one or both of these projects in the 1971 operating budget.

The Task Force further recommends that funds be included in the 1972 Region budget, as in the past two years, for special projects of other Associations which may be requested or submitted.

Also, that the guidelines as herewith attached be proposed to the Region Board for use in determining projects to receive financial support in the 1973 budget and procedures be established for their implementation.

LSW:dy



## A PROFILE OF HUB-CITY ACTIVITY

THE MASSACHUSETTS BAY YMCA COLLABORATIVE PROJECT  
14 Somerset Street  
Boston, Mass. 02108

### 1972 ANNUAL REPORT OF THE CHAIRMAN

In 1969 a small group of Executives met several times to discuss the possibility of independent YMCA's working together on projects of mutual interest. Out of this meeting the idea of a Massachusetts Bay YMCA Collaborative Project was born. This small group called together all the Executives in the Massachusetts Bay area and they in turn organized a Steering Committee to manage the Project. The first Chairman was Wayne T. Evans, Executive Director of the Brockton Association, and it fell on his shoulders to begin to organize for collaboration. The National Council of YMCA's recognized this as a worthy experiment and provided \$15,000 for the first eighteen months of our operation. From the beginning the State Executive Committee of YMCA's of Massachusetts and Rhode Island has been interested in the Project, providing \$10,000 for the original Project fund and \$5,000 each year since to assist with the continuation of this collaboration.

### EXECUTIVE LEADERSHIP

Two years ago the Northeast Region of YMCA's recognized that if we were to be successful, we should have an Executive Director for the Project and assigned Jack Appleton to this position. The Steering Committee now meets monthly to discuss business from September through June with special meetings during the summer. The Executives Group meets four times a year with the Steering Committee to hear reports, determine needs, and make suggestions.

### PROGRAM DIRECTORS COUNCIL

At our Annual Meeting last year I reported that the Steering Committee was assisting in the formation of a Program Directors Council to focus on program needs and inter-Association activities within the Collaborative Project. I am pleased to announce that the Program Council under the leadership of its Chairman, Ken Butler of Malden, has been very active and most supportive of the idea of collaboration. They have developed Swim Team Competitions, Aquatic Certification Institutes, Junior Leadership Training, Camping Workshops, Floor Hockey Leagues, Indian Guide Workshops, School Vacation Jamborees, Physical Fitness Training Clinics, Education Workshops and Gymnastic Championships. Most of the YMCA's in the Project have been a part of these programs. This has been a most significant forward step in our Project.

### HUB-CITY SERVICES

During the past year the Steering Committee, with the approval of the Executives Group, shared with the Greater Boston YMCA to develop a proposal whereby specialized services of the staff of the Greater Boston YMCA would be made available to all member Associations in the Mass. Bay Project. This proposal was presented to the Northeast Region YMCA through the offices of Lou Hall, the Regional Director. As a result, our Project has received \$35,000 from the National Association to reimburse the Greater Boston YMCA for the cost of these additional services. The services now available to each member Association, on request, and at no charge, are as follows:

Personnel and Training - Financial Development - Management Services - Preventive and On-going Maintenance - Public Relations - Program Development - Organizational Development and Planning

This service became available January 1, 1972 and we are just beginning to use these specialists supplied by the Greater Boston YMCA. Later, during the year, we will evaluate this project. However, in the meantime, we have found that even during this short time, some Associations have made use of the service and feel that it has been most worthwhile. As a result, we are presently developing a proposal for renewal of Regional financial support for continuance of such specialized services through 1973. It is another example of what we can do and the strengths that we can have when we join together collaboratively.

#### CAREER DEVELOPMENT PROGRAM

A year ago, I also announced that we were trying to develop a Career Development Program for new YMCA professionals so that they could receive their training and become certified without having to travel all over the country to do this. Since that time, a committee of representatives from Mass. Bay and the two other clusters of YMCA's in Massachusetts and Rhode Island, with Alden Eberly as Chairman, has worked out an arrangement with the National Personnel Development Board and has designed a Career Development Program right within our area. The first ten-day session was held last Fall and it was most successful and well received. The second session of this Career Development Program is being held in April of this year and the third session next Fall. Already plans are being projected for a second series of courses in the near future.

#### PRIORITIES FOR 1972

As we enter into another year of collaboration, the Steering Committee has determined that their goals or priorities for 1972 should be as follows:

- Further Development of Physical Fitness Programs
- Continuing our Career Development Program
- The Encouragement of Participation by all Associations in Project Equality Collaboration
- Joint Approach to our United Community Service and United Fund Needs
- Training in Financial Management
- Training for Professional Competence
- Unemployment Compensation Services

Our success in these areas will be very much determined by the staff and lay leadership of our member Associations.

We feel that there is great strength in numbers. After working together for four years, we have experienced some failures as well as success, but the need for collaboration seems even stronger today and with your help we will strengthen our independent Associations as they strive to serve the Massachusetts Bay community.

GEORGE H. RAMSDEN, JR., CHAIRMAN  
MASSACHUSETTS BAY YMCA COLLABORATIVE PROJECT

APRIL 5, 1972



SIX-MONTH SUMMARY

Starting January 1, 1972, the Greater Boston Y.M.C.A. began providing services to YMCA's in the Massachusetts Bay region in seven specifically defined areas:

- Personnel and Training
- Financial Development
- Management Services
- Maintenance Consultation
- Public Relations
- Program Development
- Organization Development and Planning

There was general agreement that a systematic way of monitoring the delivery of services was important and so the attached two reporting documents were developed for that purpose. Minimum basic standards were developed in order to provide for a standard method of accounting for services delivered. These included:

1. Reporting of professional staff time in half-day segments - 3 to 4 hours of time being recorded as one half-day segment.
2. Including all supportive clerical and office services and supplies in the recording of professional staff time.
3. Establishing a cost factor of \$75 per half-day segment, which would be used in determining the \$ value of services delivered.

The following summary for the first six months of this year has been developed based on reports filed to date either on services in progress or services completed to YMCA's in the Mass. Bay Cluster:

Management Services	69 half-day units	\$ 5,175
Financial Development Services	24 half-day units	1,800
Program and Personnel Services	49 half-day units	3,675
Public Relations Services	54 half-day units	4,050
General Consultation Services	20 half-day units	1,500
Maintenance Consultation Services	<u>31 half-day units</u>	<u>2,325</u>
<u>TOTAL</u>	247 half-day units	\$18,525



DELIVERY OF SERVICES

CONTRACT COMPLETION REPORT

1. OPERATING UNIT \_\_\_\_\_ 2. DATE \_\_\_\_\_

3. Contract completed on:

4. Actual time spent: (Use half-day segments for reporting this figure.)

5. Direct expense:

6. Comments and observations on completed contract: (Limit to this space; attach separate documents as needed, including any reports, etc. that were part of the services delivered.)

7. Staff member accountable for contract:

DELIVERY OF SERVICES DESCRIPTION

1. OPERATING UNIT \_\_\_\_\_ 2. DATE \_\_\_\_\_

3. Contract Description: (Limit to this space; attach supporting documents if needed.)

4. Staff member with whom contract description was discussed:

5. Process Information: (Indicate any exceptional requirements such as other staff to be involved, outside resources needed, etc.)

6. Projected time schedule for completion:

7. Estimated time requirements: (Use half-day segments in determining this figure.)

8. Staff member accountable for contract.

CHICAGOLAND

TO: Dunbar Reed, Executive, Region I

FROM: William Kuntz

RE: Delivery of Service Contract

As per your request, this is a partial report of the past year of the Chicagoland Cluster for the Chicago Delivery of Services Contract.

This report is compiled primarily from information supplied from executives of the 16 Chicagoland YMCA's and staff of the YMCA of Metropolitan Chicago in response to my request for information on:

- 1) Services requested; 2) Services provided or not responded to; and 3) What difference has this arrangement made.

This is a partial report, for there is no complete documentation possible due to the "open system" established a year ago in this service arrangement, which established the ground rules as follows:

1. The skill and technical know how of the Chicago YMCA's, Region Staff and Chicagoland YMCA's are to be made available wherever needed in the system.
2. Bill Kuntz, as coordinator of the Delivery of Services Contract, will be called within two ground rules:
  - a. When a need exists, and the person does not know who or how to contact the needed resource, I am to be called.
  - b. If the needed resource has agreed to help, but has not functioned, I am to be informed to intervene and see that it happens.

I will report in four sections, as follows:

- I. A specific listing of services requested and responded to.
- II. Experiences within the cluster arrangement.
- III. Summary of observations and recommendations.
- IV. Attachments of letters of response to my request for information.

I. A SPECIFIC LISTING OF SERVICES REQUESTED AND RESPONDED TO

A. PROGRAM SERVICES

1. Consultation with a suburban branch YMCA Board of Directors on youth program.
2. Consultation with branch staff on program goals.
3. Consultation with total unit staff on Outreach Program approaches.
4. Consultation with unit staff on Outreach and day camp programs.
5. Consultation with Executive Committee of Board on Youth Program approaches.



6. Directed a youth-adult seminar for a unit.
7. Provided summer residence camp experience for 130 youths from two other Chicagoland Y's.
8. Forty families served at Chicago YMCA family Camp Nawakwa.
9. Four Chicagoland Y's included 9 participants in the week-end seminar on "June-70 Conference" - A training and goal setting experience on the thrust of youth program for the 70's.
10. Six Chicagoland Y's enrolled with 27 staff and laymen participants in week-end training seminars in new thrusts in physical education.
11. Five Chicagoland Y's participated in a problem-solving seminar on YMCA's health and businessmen's clubs.
12. Considerable business communications on membership fees, health club fees and building fund pledge requirements.
13. Four Chicagoland Y's brought youth participants to the drag race day at U. S. 30 Drag Strip.
14. Consultation on use of YMCA program and facilities by the black community.
15. Consultation on possible public funding of program with five Chicagoland YMCA units.
16. Consultation with two Chicagoland YMCA units for College Work Study students.
17. Consultation, interviews and recommending steps to take to involve black families in the YMCA unit.
18. Specialist consultation on physical educational techniques and program development with four Chicagoland "Y" units.
19. Assistance in proposal writing and development of a "Head Start" program.
20. Black-white consultation and confrontation with community leaders.
21. Consultation with community agency groups on black-white problems.
22. Supply head bands, "Y" pins and various program supplies.

B. PERSONNEL, TRAINING AND MANPOWER DEVELOPMENT

1. Assistance with personnel recruitment with seven Chicagoland units.
2. Supply personnel policies, job classifications position, descriptions, and wage and salary administration plans to various units.
3. Training and organization development consultation with both staff and lay groups from one to two days each with 12 Chicagoland units.
4. Consultation with Board of Directors on personnel issues with five Chicagoland units.

5. Contract negotiations for personnel with two units.
6. Personnel evaluations with four units.
7. Staff team directed lay-community leader seminar on objectives setting with two units.
8. Four executives enrolled in training seminar on Management by Objectives.
9. Two-day consultation and training of new financial development staff member.
10. Change of health and life insurance contracts to incorporate nine Chicagoland units into the Chicago contract. The combined savings to participants and the "Y's" in this broader contract for the first year is \$16,000.
11. Change of Credit Union By-Laws and inclusions of two Chicagoland units in the Chicago Credit Union.
12. Required staff work provided in developing basis for new National Urban Group Health Insurance program soon to be completed.
13. Staff assessment and consultation on personal and organizational goal setting with nine Chicagoland units.
14. Consultation and intervention in staff conflict and staff and lay conflict for problem solving with seven units.
15. A weekly listing of job descriptions for all job vacancies within Chicagoland units attached to the Staff Bulletin (Hotline).
16. Six staff members are participating in the Chicagoland APPD.

C. FISCAL MANAGEMENT AND ADMINISTRATION

1. Consultation relating to insurance coverage and insurance programs.
2. Consultation on establishing fiscal management procedure for a federally funded program.
3. Staff work for Chicago Purchasing Services to become the National purchasing arm for Region I.
4. Consultation on Internal Revenue Service tax laws.
5. Consultation on financial systems.
6. Consultation on business procedures.
7. Survey of property considered for purchase.
8. Consultation on Community Fund, United Fund relationship.

D. FINANCIAL DEVELOPMENT

1. Six staff from five units are enrolled in the six session training seminar on campaigning starting October 14th.

2. Six Chicagoland units joined in the Metropolitan "Y" Special Gifts Campaign.
3. Consultation with staff group, board group or lay committee on Financial Development with six Chicagoland units.
4. Six participants in two-day financial seminar.
5. Four participants in a Deferred Annuity seminar.
6. Feasibility study conducted to determine size of a capital campaign goal.

E. PUBLIC RELATIONS AND COMMUNICATIONS

1. Twenty phone consultations with executives and other staff members around public relations and communication problems.
2. Two-man team conducted training session on communications and public relations for a Chicagoland unit.
3. Weekly Hotline distribution (the Chicago Staff Bulletin) to all Chicagoland "Y's" provides:
  - a. Opportunity to receive and give information regarding programs, events, meetings.
  - b. Announcement of staff training opportunities.
  - c. Opportunity to participate in special events.
  - d. Opportunity to participate in "bargain price" or give-away equipment (the last two items were free coin-operated games).
4. Information and referrals (both phone and letter inquiries) are handled through the Chicago Information Service. Over 50 responses were made on behalf of Chicagoland units in the first nine months.
5. Materials supplied in the way of reprints of speeches or to supply the "Y" Symbol Book developed by Chicago.

F. SERVICES TO CHICAGO

One of the purposes of the Delivery of Services Idea was to find ways to improve the delivery of a support system to the 53 operational units of the YMCA of Metropolitan Chicago, as well as the 22 operating units of the other Chicagoland "Y's."

1. Tom Bennett has been retained as an ongoing consultant for organization development.
2. A plan for organization development has been formulated.
3. Some team building and critical interfaces between operating groups has occurred.
4. Dr. Charles Hughes of Texas Instruments has conducted training programs in Management by Objectives for all staff executives.



5. Beginning steps of installing a MBO procedures has been initiated.
6. A new goal statement and set of objectives has been determined.
7. Region I staff members participated as consultants in an executive staff conference as an important part of this goal setting program. Quintin Guerin of Internal Revenue Service and Solon Cousins served as conference consultants.
8. Region I staff will be utilized as an integral part of the continuing development of this support system.

## II. EXPERIENCES IN CLUSTER MEETINGS

Cluster meetings have been held on a monthly basis throughout the past year. Primarily, these have been meetings of executives, although one meeting involved lay Board Chairman and a second meeting involved other key staff members. A special meeting involved a consultation with John Root on the Chicago YMCA Goals and Objectives setting procedure.

Cluster meetings have been convened with agenda planning done by the cluster consultant and cluster chairman and executive committee.

Both Dr. Thomas Bennett and Dr. Thomas Wicks of TRW have been utilized as consultants in cluster meetings.

The cluster adopted a loosely defined proposal about a year ago which listed three thrusts.

- A. Find a more effective way of inter-Association work.
- B. Effective ways of sharing general agency services.
- C. Work at solving major urban problems as they relate to the YMCA's.

It also gave tacit approval to eleven specific objectives, such as identifying areas for collaboration and coordination; provided a power base to effect external restrictive policies and procedures, to share experiences, operational issues and emerging concerns, etc.

A broad assortment of issues appeared on the meeting agendas during the year, receiving from minimal to maximum attention. These items include:

- A. Report on financial development plans.
- B. Report on 50 Cities Conference.
- C. Report on Region I Board Meeting and National Board Executive Committee.
- D. Lay involvement in Chicagoland project.
- E. Evaluation of Chicagoland project.
- F. Personnel services available to Chicagoland "Y's."
- G. Health Insurance plan.
- H. Report of sub-committee on the groups behavior.
- I. Understanding professional and lay roles.
- J. Develop our executive skills.
- K. Exercise in executive negotiation skills.
- L. George Williams College field work proposal.
- M. Fellowship hour.

In the last 90 days, assessments and recommendations for cluster functioning have been developed. These were developed because there was common agreement that a more effective working system of cluster meetings was required. The pay off for the informal approach to meetings and agendas was lacking for the time investment of the executives.

One concept recommended forming lay and staff teams of four to six laymen, staff and youth from each unit. In this planning, the cluster is seen as a loosely structured Task Force of these unit teams, using cluster resources to develop models for work on the needs, planning and development of their local "Y's."

A second concept suggests a role of a regional general consultant with meetings for full-time professional staff and laymen; suggests a plan for cooperative efforts in the area of sharing skills, material and knowledge, as well as benefits of combined purchasing, accounting, fund raising, etc.

It recommends freedom for Associations with like interest for combined efforts and recommends eight groupings of Chicagoland YMCA units on a closer geographical basis, including outer-city and suburban Chicago units, as well as independent YMCA's.

A third proposal supported by the Executive Committee as a proposal for work in 1970-71 listed eight objectives, recommended four Task Force Groups be formed and composed of executives, other staff and lay participants, and recommended a procedure for these Task Forces to function.

To date, none of these concepts have been adopted. A questionnaire was distributed to executives, seeking support for these concepts. Concepts with most support were:

1. Smaller cluster and group meetings.
2. Continue the "open system."
3. Provide a general consultant for the cluster.

### III. SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS:

My assessments of the past year of the Cluster are as follows:

#### POSITIVE

- A. There is increased formal and informal communications between individuals and units, both within and among the independent YMCA's, as well as cross communications between Chicago units and independent units.
- B. Individual participation in a wide variety of training and development opportunities have been provided.
- C. Matching of needs and resources has improved, such as pooling of purchasing power in insurance programs.
- D. Extensive consultation on goals and objectives setting and problem solving has developed.
- E. There is general support for maintaining the delivery of services arrangement and "open system," with need to improve cluster meeting functioning.

NEGATIVE

- A. The cluster has been primarily executives only involved.
- B. Extreme difficulty exists in leadership and direction setting for efficient work.
- C. Staff changes in cluster consultant both in personnel and in job responsibilities.
- D. The repressive atmosphere for voluntary agencies in an extremely difficult financial climate makes voluntary Association work difficult, when the prime need is keep my ship afloat.
- E. Past experiences, personal styles of people, and resistance to collaborative effort for fear of losing identity and power.

WK: fl

10/13/70

LAKE REGION YMCA  
95 N. Grant Street  
Crystal Lake, Illinois 60014

October 6, 1970

Mr. William Kuntz  
YMCA of Metropolitan Chicago  
19 South LaSalle Street  
Chicago, Illinois 60603

Dear Bill:

My purpose in this letter is to respond to your request about services requested and received from the Chicago Delivery of service contract.

During the past fifteen months the Lake Region YMCA has requested service in several ways. We requested and received a feasibility study to determine the size of a Capital Campaign Goal. We were invited to participate in a Metropolitan Finance Campaign, but we chose not to participate due to our own Capital needs. You were invited to attend our last Annual Meeting and a later Board meeting. Your attendance at these meetings was helpful. Dunbar Reed attended our Capital Campaign kick-off last May providing an essential challenge to the adults who were present.

All of our requests for service have been met so far.

In the near future we will be asking for help in establishing a new membership plan, in public relations as plans are developed for the opening of a new building, and in a cost study of the new building. Also information about capital fund contributions which are required when joining a YMCA with a new building will be requested.

I would feel that the monthly meetings and subsequent communications have helped our awareness of the total YMCA movement in the Metropolitan Chicago area. At these meetings I have met the Executives of neighboring YMCA's.

As I conclude this letter, I feel that some requests for service have been forgotten and that there will be additional requests for service, but letters must end. I hope the above information has been helpful.

Sincerely,

James C. Zoellick, Executive Director



THE B. R. RYALL YMCA  
65 Newton Avenue  
Glen Ellyn, Illinois 60137

October 8, 1970

Mr. William Kuntz  
YMCA of Metropolitan Chicago  
19 South LaSalle Street  
Chicago, Illinois 60603

Dear Bill:

In answer to your request concerning the kinds of services we have requested this year from the Chicago YMCA, and our evaluation of them - let me make the following comments:

- 1) We have made about a dozen telephone requests where we have called for advice over the phone, and these have all been handled promptly and courteously.
- 2) We have availed ourselves of consultative service on a limited number of occasions:
  - a) John Grotberg made one visitation to an Executive Committee meeting, and talked with me a couple of times on the telephone concerning financial development.
  - b) Bruce Cole spent the better part of a day looking over our area and talking with me about funding of special projects.
  - c) Jim Gleason spent an afternoon and evening interviewing persons and touring our black community, and met with our staff and several black leaders. Just before he left the YMCA, he followed up this visit with a very concise report recommending steps we might take to involve black families in our YMCA.
  - d) Bob Freeman has visited with us on several occasions and has been most helpful.
  - e) You, yourself, Bill visited us also on about three occasions.

While we have been quite pleased with the consultation we have received from these visits, our staff feels that there were not any other men available whom we thought had the answers to problems that we have had. In other words, our use of the Chicago YMCA personnel has been limited because of our evaluation of their capabilities.

Let me add that we have used personnel from other YMCAs within and out of the Cluster, although this too, has been on a limited basis.

- 3) In one specific area we have needed service and it has not been available. This is in the area of public relations. I have called Ruth Scheele and she has informed me that they do not have anyone available to help with laying out brochures, or anything in the line of this type of public relations. Therefore, we have had to pay for it locally.

You ask in your last question, "What difference has it made to have this Chicagoland Y relationship over the last fifteen months?" Yvonne Rish and I have thought about

this seriously, and it is our conclusion that it has not made much difference at all. Even if we had paid each of the men who came here for a day, or part of a day, \$100 for each visit, the total amount would not come anywhere near the percentage of our fair-share support that comes back to the Chicago YMCA. Frankly, we would just as soon keep all of that fair-share support and hire our own consultants when needed. Looking back over the last fifteen months, we probably would have been glad to pay Jim Gleason \$200 for the service he rendered and the same goes for Bob Freeman. We probably would not have had Bruce Cole come out if we were paying each time, but because it was already paid for, we had him come.

I would have to say that under the old Illinois area system, YMCAs such as B.R. Ryall did not feel that they received enough consultation or service for their fair-share. Under the new Cluster set-up we have received slightly more but still not \$4,000 worth (which I calculate is quite close to the amount of our Fair Share that comes back to Chicago).

I do not know the answer to this dilemma any more than you do but I know that many of the Executives in the YMCAs in this Cluster around Chicago would, no doubt, love to have the four, five, or six thousand dollars that goes into Chicago for their own budgets. I suppose it depends on your local situation and what position your Association finds itself. I am sure Jim Furrie got all of his money's worth this past year.

My proposal, of course, for the future was included in the comments that I made to you concerning the future of our Cluster. The basis of those comments was that we do away with the experiment that has been carried on for the last fifteen months and that the YMCAs in this Cluster be assigned a general consultant, and that Chicago go its own way - with the YMCAs in our Cluster still being allowed to call upon the Chicago services but with Chicago receiving a much smaller subsidy.

I do not envy you the job of trying to make sense out of all this organizational renewal that is going on.

Sincerely,

David C. Sheldon  
Executive Director

YOUNG MEN'S CHRISTIAN ASSOCIATION  
215 North Ottawa Street  
Joliet, Illinois 60431

October 6, 1970

Mr. William Kuntz  
YMCA of Metropolitan Chicago  
19 S. LaSalle Street  
Chicago, Illinois 60603

Dear Bill:

In general the Joliet Association has been pleased with the contractual arrangement with the Chicago YMCA. Specifically, I will try to answer your questions.

- 1-A. We have had assistance in the planning of our "Design for the 70s Seminar" and there will be participation from Chicago and the Region in this seminar.
- 1-B. A three day visit by John Pittenger and financial assistance. However, I believe the financial assistance came direct from the Region.
- 1-C. We have requested help with various personnel items. This has been the most non productive of any of our relationships.
- 1-D. Assistance in the development of the Head Start program at our Community Branch. This was most helpful and productive.
- 1-E. The attendance of our Youth Directors at a youth serving seminar.
- 1-F. Assistance in the planning for our extension program.
2. We have had a response to every request we have made.
3. We have asked for help and assistance when we felt it was needed. I imagine there are many services available that we have not used. Perhaps we will in the future.
4. None to my knowledge. However, the effectiveness of personnel assistance leaves much to be desired.
5. The Joliet Association has always had a good relationship with the Chicago Association. I believe this has reaffirmed this close working relationship.

The above are just some of my thoughts and recollections on this experiment. As I stated before, in general I have been pleased with it. I have some questions on our monthly meeting of Chicagoland Executives. To me most of the meetings, although enjoyable, have been rather a waste of time.

Cordially,

Clarence V. Lenz  
Executive Director



YMCA OF METROPOLITAN CHICAGO  
19 South LaSalle Street  
Chicago, Illinois 60603

April 14, 1971

TO: Dunbar Reed, Executive, Region I

FROM: William Kuntz

RE: Delivery of Service Arrangement

As per your request, this is a partial report of the past six months - October, 1970 -- March, 1971 of the Chicagoland Cluster for the Chicago Delivery of Services Contract.

This again is a partial report, for there is no complete documentation possible, due to the "open system" established a year and a half ago in this service arrangement.

However, during this past six month period, there are ongoing specific service developments that I want to report, as well as major new developments and examples of service requests.

More and more the cluster is moving toward developing and utilizing collaborative service systems, rather than one shot requests -- accounting and payroll systems, program development collaboration, management systems of goal setting and performance appraisal, mass purchasing systems, personnel, training and employee benefit systems, etc.

MAJOR NEW DEVELOPMENTS

1. Complete accounting and data processing services, including payroll, being provided by Chicago's computer capability to seven Chicagoland Y's since January 1, 1971.
2. Chicagoland Y's physical education staff and laymen now included in the Metropolitan Physical Education Society and Sports Council activity.
3. Major consultation with Elgin, North Suburban, Kankakee, Evanston, Waukegan, and Aurora from 1 to 3 days each in performance appraisal and goal setting processes.
4. Consultation with the Corporate Management Staff groups of Chicago in performance appraisal and goal setting conferences, involving 24 different sessions.
5. Survey and report workshop on mass purchasing power potential of combining Chicagoland Y's purchasing volume, and opening specific purchasing contracts to all Chicagoland Y's as first step.
6. Workshop on Personnel and Manpower Development for Chicagoland Executives and key staff covering personnel policy, management by objectives and performance appraisal, wage and salary administration, training and fringe benefit programs.
7. Interpretation and enrollment of Chicagoland Y's in the new Urban Group Health and Life insurance program. (Chicago staff furnishes staff direction to this Urban Group insurance program nationwide -- including interpretation, plan analysis for local YMCAs, meetings, in 41 of the 63 Urban Group cities in the last four months with staff and lay groups - consuming over 30% of George Georgandas' time.)

8. Interpretation workshop and plan developed for Chicagoland's participation in Tax Sheltered Annuity Plan.

ONGOING AND CONTINUING SERVICES

1. Consultation on where to get specific technical help.
2. Staff support to monthly cluster meetings, workshops, seminars, etc.
3. Participation in training events - APPD, Financial Development, Physical Education skill clinics, etc.
4. Participation in Chicago Credit Union.
5. Job vacancy listings in staff bulletin (HOTLINE).
6. Information and referrals through Chicago Information Service.
7. Providing claim processing for all Region I Y's in Health Insurance plan, etc., etc.

EXAMPLES OF SPECIFIC REQUESTS RESPONDED TO:

1. Legal Interpretation for Proviso "Y."
2. Real Estate appraisal for Berwyn-Cicero.
3. Consultation on residence operation - Rockford.
4. Consultant team for leadership of board, staff and community leadership goal-setting seminar - Joliet.
5. Consultation on drug abuse training - Elgin.
6. Cost study - Naperville.
7. Architectural study of feasibility, specifications and cost estimates for building renovation and handball courts addition - Rockford.

William Kuntz

NORTHEAST OHIO

MEMORANDUM

TO: General Executives of the Northeast Ohio Service  
Area and The Tri-County Plus One Associations

FROM: William H. Parkhurst  
Cleveland, Ohio

SUBJECT: APPD - CDP

A committee of the Northeast Ohio Service Areas has been meeting in consultation with the National Personnel Development office in an attempt to design an APPD (CDP) program which would be offered to our Northeast Ohio Associations and others who might wish to participate.

As our basic document, we used the modified Experimental APPD Program for Hub Cities. (A copy of which is enclosed.) Our committee agreed that the modified program was more suitable to our local Association needs than previous APPD Programs. Course content, over-all cost, length of time away from the job, and tie-in with the local YMCA, all seemed far better in the experimental program.

Starting from that basis, we agreed to outline in detail the first phase, get it approved by the National Personnel Department Office, submit it to the potential users and then, if the need and acceptance were there, to go ahead and offer the first phase. Phases 2 and 3 will be outlined in more detail once we are certain that it will be feasible to offer them.

At present, our committee has agreed on the tentative content of Phase I (copy enclosed), and has received authorization to offer our proposed course with the participants receiving full credit for one Unit of APPD. Our next step is to secure your feed-back so that we can incorporate it into our final design. We also need a commitment in terms of the number of men you might enroll. No site has been selected, but the program will be held in Northeast Ohio.

Please drop me a note as quickly as possible with your recommendations and a potential number of participants. It has been suggested that we may all need to meet as a group to work on the final design. I am in favor of such a meeting if there seems to be a considerable amount of adjustment to make on our tentative content. I will be in touch as soon as I have word back from most of the Associations. Thanks for your help.

Reply to: William H. Parkhurst  
Assistant General Secretary  
YMCA of Cleveland  
2200 Prospect Avenue  
Cleveland, Ohio 44115



MEMORANDUM

TO: Local Associations of the Great Lakes Region

FROM: Bill Parkhurst, Cleveland, Ohio

RE: APPD-CDP

We have been hard at work for almost a year in an attempt to design an APPD Program for the Northeast Ohio Cluster which would conform to the National Personnel Development Board's experimental APPD project for Hub Cities and which would do the following:

1. Reduce the cost of APPD
2. Not take men away from the job for unusually long periods of time.
3. Have a much greater back home applicability.
4. Provide trainees with a solid background of orientation to the YMCA Movement

Such a plan has been developed and has been adapted for experimental use throughout the Region. The total program will be in three phases and provide for the required 30 days' training over a two-year period.

The purpose of this memo is to announce some of the specifics of Phase I and to begin preliminary registration.

Phase I consists of three parts: A) Local Orientation; B) 3-Day Cluster Orientation Session; C) 6-Day Inter-Cluster Seminar.

Local Orientation is a prerequisite of the program and must be completed before the 3-day orientation. (Form Enclosed)

Cluster Orientation will be held in the Detroit, Cleveland, and Dayton areas on October 25, 26, and 27. (Dayton - October 26, 27, and 28.)

Inter-Cluster Seminar will be held the week of December 5th at Bergamo Center in Dayton, Ohio.

Final fees, specific times, etc. are yet to come. At this point, we would appreciate preliminary enrollments for those on your staff who are in need of this program (form enclosed). Those enrolled should be completing six months on the job at the end of 1971, and must be able to attend the Cluster Orientation and the Inter-Cluster Seminar.

Phase II will be offered in 1972 and Phase III in early 1973. Those enrolled in these courses will receive full APPD credit.

PHASE I (One Complete APPD Unit)

A. Orientation in the Local YMCA

1. Each local Association will be required to hold orientation sessions for potential participants.
2. Content of this local orientation will be recommended by our committee, with certain areas that must be covered.
3. Each participant in Phase I must have evidence of having completed the local orientation. A form indicating completion of the local orientation, by whom, when it was held, and an evaluation of worth and effectiveness, must be designed for this purpose.
4. Tentative content of local orientation sessions:
  - a. Job Description
  - b. Development of goals by supervisor and trainee based on Association goals and objectives
  - c. Standards of performance developed, including plan for appraisal by result
  - d. Association policies and practices:
    1. Personnel Policy
    2. Fringe benefits
    3. Business procedures
    4. Organization of the local Y (Lay/Staff)
    5. How the local Y is financed
    6. Local Association projects in which all staff must participate, i.e. Membership Drives, Camp, World Service
  - e. Introduction to the community
    1. Data collection by trainee on community needs or other related project
    2. Personal introductions to local community contacts
  - f. Visitation to other Association (s) (If needed in smaller Association, for a broader perspective)
  - g. Guidelines for working with lay volunteers, Committees and Boards
  - h. Introduction to Literature and Resources of the YMCA.

B. Orientation in Clusters

This session is designed to be held on three consecutive days. (Not during a week-end.) Participants would be trainees from the Northeast Ohio Cluster and others who may want to participate. It will introduce the trainee to the broader scope of the YMCA, and will give trainees a chance to begin a process of need assessment based on his specific job as it is now understood. This session might also include some specific skill sharing, i.e. Physical Directors together, Youth Directors, etc.

Tentative Content

1. Organization development concept introduced
2. Overview of the YMCA Career Development Program
3. Evaluation and testing of local orientation

4. Learning need assessment session
5. Organization of Regional, National and International YMCA and their relationship to local Associations
6. Regional and National Programs
7. Regional and National Goals
8. History of the YMCA
9. The supervisor's role with volunteer and part-time staff
10. Working with committees
11. Program Planning
12. Skills of documenting
13. Personal Work and Time Organization
14. The role of the YMCA today: Urban Crisis, Black-White, Drug Scene, etc.
15. The supervisory relationship between professionals
16. Skill Sharing.

#### C. Regional or Interregional Seminar

This third part of Phase I would be similar to the present APPD sessions. Trainees would need to be on the job a minimum of six months to be eligible for this session. Depending on numbers involved, it could be made up of just the original orientation cluster group, or perhaps in combination with other such groups. Tentative course content is as follows:

1. Skills needed for the variety of roles a Y professional is expected to fulfill:
  - a. Change agent skills
  - b. Group's process skills
  - c. Working with Boards and Committees
  - d. Training volunteers
  - e. Organization development skills
  - f. Personal and organizational goal setting
  - g. Management skills
  - h. Dealing with conflict.
2. Concepts of adult learning
  - a. Next steps in learning for the trainee
  - b. Resources available (People, material, places)
3. Understanding and assessing of self.

This seminar would be 5-7 days in length. Leadership for this and for the cluster orientation session would be largely from Y Professionals within the cluster. An outside consultant would no doubt be needed for the seminar session.

A tentative time schedule might be:

September - October	-	Local Orientation
November	-	Cluster Orientation
January - February		Seminar



SOUTHWEST REGIONAL YMCA METROPOLITAN SIX  
SUMMARY OF ACTIVITIES, DECISIONS AND PLANS

1969 -- 1971

September, 1971

In February of 1969, at the initiation of Rodney Hibner, Southwest Regional YMCA Executive, there was held a meeting of the Executive Directors of the six Metropolitan YMCAs in the Region: Dallas, Fort Worth, Houston, Tulsa, Oklahoma City and San Antonio. Out of this meeting there began a system of close collaboration between these Associations which has grown into a strong organization now receiving special funding from the Regional Budget, with meetings each quarter and other special projects.

The first meeting in 1969 was concerned with changes taking place in the National YMCA structure, the proposed meeting of the 64 Metropolitan Associations in Chicago in September of that year and possible changes in percentage financing for National support.

Following the Chicago meeting of the 64 Metros, the representatives of the Southwest Metros met again to examine their own position in relation to organizations of Metro YMCA's which seemed to be emerging at that time. It was then agreed that these six Associations had much in common and that it would be to their advantage to develop a system of closer collaboration. One of the first projects was a proposed financial development workshop which Bob Janes, of San Antonio, was asked to direct.

The Dallas YMCA became a member of the Urban Group, which was an organization of the 17 large YMCAs. With this relationship, the Dallas Association could provide a link for communication between The Urban Group and Metro 6.

PLANNING TEAM DEVELOPS PURPOSE AND ORGANIZATIONAL PATTERN

In January, 1970, a Planning Team was assigned the task of examining the purpose, management and needs of the Metropolitan Group. This Team made its report to the total group on April 7, 1970, which was adopted. The purpose of the organization as identified in this report was "Develop and maximize the use of collective capabilities of the six Southwest Metropolitan Associations for more effective management and influencing societal changes. Within this purpose is the assumption that existing and developing capabilities of the Metro-Six would be available to other Associations who desire to work in a collaborative system for their own improvement." (See EXHIBIT A)

LEADERSHIP TEAM APPOINTED

As recommended in the plan, a Leadership Team was appointed: John T. Kaempf, Fort Worth, Chairman; Clifford Smith, Dallas; Carl Cooper, Houston; and Phil Knight, Oklahoma City.

The expense for four meetings each year for the Leadership Team and consultants for group meetings has been funded by the Southwest Regional YMCA, since the project has met two of the Regional Guidelines: 1) to support temporary systems, and 2) to fund outside consultants. The six Associations agreed to pool expenses for 3 staff persons in attendance at each of the quarterly meetings.

Under the guidance of the Leadership Team, a regular schedule of four meetings per year was established, purpose and goals came into focus, projects were initiated, and a pattern for meetings evolved. Meetings were programmed to cover 1/Information sharing, 2/Issues and 3/A special projects or concerns. (See EXHIBIT B)

## MAJOR ISSUES DEALT WITH BY METRO SIX

The percentage financing of the National YMCA was one of the first issues before the Metro/6 Group. The position taken was that an even distribution of financing by all Associations was favored in 1971 and leveled at 3%. This position was carried to the National Council and Southwest delegates urged to support it.

Much correspondence and telephone conferencing was held around the concern with APPD Training. The group made clear its position to the National officials in this regard and influenced changes resulting in appropriate training by the Metro 6 in collaboration with the Regional staff which will qualify persons for Senior Director recognition. (See EXHIBIT C)

A survey was made of Association concerns with United Funds. These were identified as Budgeting process, Reserves, Capital Funds, Chart of Accounts, Employee insurance and funding of National Health Agencies. Further consideration of this issue was delayed until the September, 1971 meeting.

## SPECIAL PROJECTS AND ACTION

Service needs among the 6 Associations were surveyed and a list of priorities compiled. (See EXHIBIT D) The priorities were grouped and were the basis for organizing task teams and in determining other projects.

Three sessions were scheduled for training in annual planning and corporate goal setting. Mr. Earl Weed of Texas Instruments was a very valuable help as Consultant in these areas.

In collaboration with the Southwest Region, a Financial Development Seminar was conducted using the resources of the YMCA National Financial Services Bureau, Kennedy Sinclair, Inc. and Taylor Reedy. This workshop was designed for Branch Executives and Metropolitan Staff. On the first day, laymen from each Association attended. The Regional organization covered the expenses of the leadership for this project.

A second Financial Development workshop under sponsorship of the new Financial Development Task Team was held in June, 1971, as a follow-up on the one held in October, 1970, using the resources of John MacBean for the purpose of dealing more specifically with getting a development program started. Metro Staff and laymen attended.

A presentation by Mr. Thomas Rowe at the June, 1971, meeting outlined the advantages and costs of the Urban Group Insurance Plan. The follow-up on pursuing this insurance plan was left to each Association.

## THREE TASK TEAMS ARE ESTABLISHED

To further pursue work on priorities and achievement of the group's purpose, three Task Teams were established and they began working together at the June 9-10, 1971 meeting of the Metro/6. These Teams are:

1. Financial Development
2. Fiscal Management
3. Management Development

The Financial Development Team was responsible for the workshop in June, 1971, with John MacBean. A second project of this team will be to invite executives from a selected number of smaller Associations to a meeting in September, 1971, to discuss a Financial Development Program.



### SPECIAL FUNDING FOR METRO 6 IN 1971-'72

An important undertaking in the Spring of 1971 was to build a case for and negotiate funding for Metro 6 under the proposal to provide funding through regional budgets for Hub-cities and cluster groups.

It was the contention of the Metro 6 that during the past two years, a collaborative effort had been demonstrated which would develop the capabilities of the 6 Associations and could lead toward a service to all YMCAs in the Region. Funding through this concept would be of a greater service if made available to the Metro/6 as a group rather than to one Association.

A program and budget was developed and presented first to the National officials and later, after revisions, to the Southwest Region Board. (See EXHIBIT E) The Executive Committee approved the request for funding as follows:

1971	\$ 7,400
1972	\$17,750

These funds will be used for projects of each of the Task Teams and the Leadership Team.

### SENSITIVITY TO METRO SIX RELATIONSHIP WITH ALL ASSOCIATIONS

The staff members of the Metro 6 have been sensitive to its relationship and the feelings of professionals in other Associations in the Region. They have not wanted an attitude of the "Big Six" to develop. It has been necessary, however, in these first two years for a spirit of collaboration and trust to develop along with our own expertise for the group to be more effective in providing services.

When the executive of the Midland Association expressed an interest in working with the group, a response was made and he has attended several meetings. Plans are being made to keep all Associations informed of work in progress. Ten executives from smaller Associations were invited to attend the September, 1971 meeting and especially to be a part of the presentation of the Financial Development Task Group. These Associations were: Little Rock, Wichita Falls, Austin, Abilene, Amarillo, Waco, Beaumont, Corpus Christi, El Paso and Midland. In these beginning ways and others that will develop, the Metro 6 is beginning to reach out to all Associations in the Region.



KENTUCKIANA CLUSTER OF YMCA'S

(Region I; Southeast Region)

Meeting of Executives of Cluster  
10:00 A.M.

June 2, 1972  
Louisville, Kentucky

Notes of Meeting

Those in attendance were: Shirley Smith, Lexington, Ky.; Monroe Monday, Frankfort, Ky.; Eddie Edwards, Evansville, Ind.; Clark Baker, Davies County, Ind.; Gene Bell, Vincennes, Ind.; Reube Joiner, Louisville, Ky.; and Al Rogers, Cluster Consultant.

1. An opening prayer was given by Clark Baker.
2. Review of notes of meeting, May 5, 1972.
  - Reminder that Financial Development Check List is to be completed and turned in to Shirley Smith.
  - The New Staff Orientation Institute scheduled for May 30-31, 1972 was cancelled due to insufficient registration. There was agreement that the late scheduling of this Institute was the primary cause for cancellation and it was determined that this event be scheduled earlier in the spring for 1973.
  - Review of portion of meeting dealing with discussion with Dunbar Reed, Region I Executive, and Richard MacMorran, Southeast Region Executive, regarding Cluster plans and financing for 1973.
3. Cluster Report to Southeast Region Board of Directors.
  - Shirley Smith distributed copies of his report on Cluster development and program that was presented to the Southeast Region Board of Directors at its meeting of May 20, 1972.
  - Concern was expressed regarding the apparent lack of response and reaction of the Southeast Region Board to this report on the work of the Cluster. Probably the lack of an opportunity for this report to be discussed by small groups of Board members during the meeting contributed to the haste with which the report was handled.
  - There was agreement that more response and interest of the Board to the work of the Cluster was expected. It is possible that some suggestions could be given to the President that might include opportunities and discussion at the time that the Cluster has another opportunity to report.
  - A copy of the report of the Cluster to the Southeast Region Board of Directors accompanies the official copy of these notes.
4. Cluster Goals and Objectives for 1973.
  - Shirley Smith distributed copies of a draft of 1973 Objectives in support of the 1972-1975 goals of the Cluster. This work was a follow-up of the May 5, 1972 meeting when it was agreed that further work on goal and objective development would be done for review at this meeting.
  - The Objectives for 1973 were reviewed and certain modifications were agreed upon. A copy of the 1972-1975 goals and the objectives for 1973 accompanies these notes.

- Regarding the financing of the Cluster project for 1973, Shirley Smith shared a letter, May 30, 1972, from Richard MacMorran, Southeast Region Executive. This letter referred to a reduction in Regional budget for 1973 in the amount of \$26,647.00 from the 1972 budget, in accordance with the formula being used to allocate percentage finance funds to the several regions and to headquarters. In addition to sharing the financial facts of 1973 with the Cluster, MacMorran's purpose in writing the letter was to urge the Cluster to continue its work in developing long-range plans and preparing its request for funds for 1973. Further, upon approval by the Regional Executive Committee and Board, the funds for the Kentuckiana Cluster would be included within the total budget request of the Southeast Region. This Cluster budget request is to be submitted by the end of June to allow full processing of the 1973 budget by August 1, 1972.
- Reube Joiner shared a memorandum from Solon Cousins of the Urban Group regarding Hub-City developments for 1973. This memo urged the Cluster to move to prepare its budget for 1973, building upon its 1972 experience. Further, it clarified that such request would be processed through Regional Boards, with July 1 being the deadline for the 1973 request.
- Following considerable discussion, there was agreement that Shirley Smith, Cluster Chairman, should seek a meeting of him and Al Rogers with Mrs. Robert W. Huff, Region Chairman, and Richard MacMorran, Region Executive, for the purpose of discussing Cluster financing for 1973, along with the possible ways in which the Cluster and member Associations might be of assistance to the Region Board as it pursues its budget request for 1973, particularly in light of the possible reductions in the budget allocation. (Shirley Smith immediately contacted Richard MacMorran and tentatively set a luncheon meeting with Mrs. Huff, Dick MacMorran and Al Rogers for Friday, June 9, 1972 in Atlanta, Ga.)
- Following detailed review and discussion of goals and objectives for 1973, action was taken to accept the 1973 Objectives and assignments to develop targets in support of such objectives, such targets to be completed by July 15, 1972 were made and accepted as follows:
  - Goal I, Financial Development, Shirley Smith.
  - Goal II, Administrative Support Services, Reube Joiner.
  - Goal III, Cluster Assembly and Lay Involvement, Gene Bell.
  - Goal IV, Self-Help and Resource Bank Development, Clark Baker.
  - Goal V, Staff Involvement, Monroe Monday.
  - Goal VI, Fiscal Management, Eddie Edwards.
  - Goal VII, Cluster Organization and Administration, Al Rogers.
- Agreement was also reached that for 1973 the following requests would be made:
  - \$15,000 for continuation of Financial Development Plan & Program for Cluster/Member-YMCA's
  - \$5,000 - from Region I
  - \$10,000 from Southeast Region
  - Continuation of Cluster "Facilitator" of member YMCA's consultant through half-time staff services from Southeast Region.

##### 5. Financial Development, Reports of Developments and Progress.

- John Grotberg's consultation at Frankfort, Kentucky resulted in excellent and good reactions from leadership, and generally a good experience.



- Capital campaign feasibility study to be conducted by the Daviess County, Indiana YMCA in July, 1972.
- Financial Development consultation by John Grotberg to be scheduled in Louisville, Kentucky sometime during end of June, 1972.
- Financial Development consultation scheduled as follows:
  - Evansville, Indiana, June 15, 16, 1972.
  - Somerset, Kentucky, June 6-7, 1972.
  - Owensboro, Kentucky, June 8-9, 1972.
- 6. Request for one-page descriptions of local YMCA's for distribution to all member YMCA's. Descriptions prepared and ready for distribution from Louisville, Ky., and Daviess County, Indiana. All of the other Executives urged to prepare and send to Al Rogers for distribution.
- 7. Cluster programs and schedule for remainder of 1972: Agreement on the following programs and dates:
  - Salary Administration Workshop (Earl Armstrong, leader) in Louisville, Ky., on October 19, 1972. This primarily for all professional staff of Louisville YMCA. All Cluster General Directors urged to attend for their own orientation and possible follow-up locally.
  - Membership and Sustaining Workshop for General Directors, Branch Executives, and Campaign Lay leadership (Gene Bell, Chairman) in Louisville, Ky., October 6, 1972.
  - Endowment Funds Development Workshop (John MacBean, leader) in Lexington, Ky., July 20-21, 1972. (Cluster to finance 50% of \$100 registration fee for all Cluster General Directors.)
  - Regional Public Relations and Marketing Workshop (National P.R. and Metro P.R. leadership), Nashville, Tenn., September 11, 1972.
  - Regional Financial Development Workshop (sponsored by Kentuckiana Cluster), Nashville, Tenn., November 30 - December 2, 1972.
- 8. Review of Southeast Region Objectives & Achievement Measures or Indices for 1973. Al Rogers distributed copies of the Operating Objectives and Achievement Measures of the Region for 1973 for review and discussion. The purpose of this review was to secure some reaction from Cluster Executives regarding the relationship of these Unit Objectives and Achievement Measures to their respective YMCA's and the implications for job segments of the Cluster consultant, who also serves as the consultant for the local YMCA's involved. The process through which these Objectives and Achievement Measures had been developed through involvement of local YMCA leadership, Board and Committee leadership and Regional Staff input was reviewed. Al Rogers emphasized the importance of this kind of consideration to assure a high degree of understanding and congruency between the needs and directions of the Cluster and its member YMCA's and the job segments and standards of performance to which he is committed and held accountable for through the Regional organization and, in particular, the Regional Executive, Richard MacMorran.
  - This review proved interesting and helpful and there was agreement that the job segments and performance standards developed by Al as a result of this review and in consultation with MacMorran would be reviewed again with the Cluster Executives as they are completed.



9. "Al's Five." Al briefly reviewed the following items:

- "Operation: Contact Point" - a special public relation thrust from Craig Altschul, Director of Public Relations. This is an attempt to get our "own house in order" by attacking the most crucial public relations "contact points" of our local, National-Regional YMCA centers.
- Memo on Economic Controls phase II, March 15 and May 22, 1972 from National Board of YMCA's.
- Request from Harold L. Gibbs, National Financial Development Executive, on Up-Dating of Innovative Practices in Fund Raising.
- Memo from Region I regarding the following of IRS Form 2950 and Form 4848.
- Announcement and need for registration for Day Camp Staff Training Institute, June 7-9, 1972, at Camp Piomingo, Louisville, Kentucky.
- Distribution of brochure on Projects and Proposals for 1972 by the National Board of YMCA's and Management Guidelines for Project Funding by the National Board.
- Memo from Dunbar Reed, Region I, regarding Dunbar's leadership and responsibility in the United Nations Conference on Human Environment, June 5-16, 1972, in Stockholm, Sweden.
- Brochure and information from Jerald Panas Incorporated, Financial Development Organization.
- Memo from National Board of YMCA's regarding the Federal Requirement Effective in 1972 on Uniform Financial Reporting, from the United Way of America.
- The creation of a new Public Relations Resource Bank by the fifteen full-time professional Public Relations Directors of the large metropolitan YMCA's, through National P. R. Office at 291.
- Memo from John R. Fisher, regarding the suspension of National Registration of high school age clubs.
- Special brochure from John L. MacBean regarding Endowment Workshop, July 20-21, 1972, at Lexington, Kentucky. All Cluster General Directors urged to attend and to share learnings and experience within the Cluster.

10. The meeting was adjourned at approximately 4:00 P. M.

Notes prepared by Al Rogers.

ACR/he  
6/8/72

Distribution: General Directors of Kentuckiana Cluster  
Southeast Region Staff  
Dunbar Reed  
Dave Stubbs  
James "Bo" Hardy  
Solon Cousins

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A G E N D A

MID-AMERICA REGION YMCA

Wisconsin Group Executives

Room 205  
MILWAUKEE YMCA

10:00 a.m.  
Tuesday, May 11, 1971

Ivan Springstead, Chairman, Presiding

Invocation

Minutes Review and Reporting. . . . . Max W. Clowers

"UPDATE" . . . . . William A. McAllister

HUB-CITY SERVICES DELIVERY . . . . . Solon Cousins  
(Experiences and Possibilities)

12:15 p.m. - LUNCHEON . . . . . Room 224

What Do We Want in 1972? . . . . . All

2:00 p.m. - Adjournment

MINUTES

MID-AMERICA REGION YMCA  
Wisconsin Group Executives

Room 211  
Milwaukee YMCA

Wednesday, January 20, 1971

Present: Ivan Springstead, Beloit, Chairman, presiding; Robert Brunken, Appleton; M. Brutus Baker and Jacqueline Janders, Milwaukee; Gary Unruh, Lake Geneva; Richard Meunier, Oconomowoc; Charles Wise, Milwaukee; Don Lohmann, Sheboygan; George Haddad, Racine; Cal Hessert, Wausau; Harley Van Akkeren and Max W. Clowers, Regional Consultants.

Absent: Robert Brunelle, Beaver Dam; K. E. Holland, Fond du Lac; George F. Murray, Green Bay; Albert J. Jaggard, Janesville; Douglas McNeel, La Crosse; William L. Schultz, Madison; William Riggle, Manitowoc; Paul Bradley, Oshkosh; Harold Frank, Waukesha.

Invocation: Harley Van Akkeren

MARK II  
SEMINAR REPORT

Following a brief review of Minutes, Ivan Springstead commented on the excellent experience we had in the MARK II SEMINAR with John MacBean and expressed group appreciation for the leadership and help given to it by Milwaukee. Both Milwaukee and Beloit have received stock gifts inspired by the seminar. Brutus Baker reported that Milwaukee has a 24-day contract with MacBean, which reduces his per diem to \$300. Members of the Wisconsin Group may contact MacBean directly if they want a day of his time. He may then, with agreement by Milwaukee, be able to use one or more of his contracted days in service to that Wisconsin Group Association, requesting him as a member of the group. Under this plan, the Association would receive the \$300 per diem rate as over against the normal \$500 per diem rate.

ORGANIZATIONAL  
PLAN

Max Clowers presented a proposed organizational plan for the WISCONSIN GROUP of the Mid-America Region of YMCA's. Discussion seemed to reveal the following:

- There is a proved readiness on the part of the Executives of the Wisconsin Group of Associations to cooperate with each other.
- There is concern that we do not insist upon formalizing or structuring the group now.
- There is a feeling that we have identified some mutual concerns and the group is ready to move on them.
- There was general approval that the Executive Group meet as necessary to clear on joint undertakings and to involve other staff and lay resources as needed to accomplish its work.
- It was felt that letters of approval from the Executives of the Wisconsin Group Associations would be enough to release our energies to move ahead.



ACTION

It was moved (Haddad-Lohmann) and passed that Max Clowers secure letters from the Wisconsin Group Executives indicating their willingness to work together on matters of common concern and interest in Wisconsin.

MINI-ASSEMBLY  
PLANS

Layman Cal Hessert of Wausau, who had agreed to chair the Wisconsin Mini-Assembly following the Group's request in December, then spoke to his concern for the Assembly planning. He pointed out that the one-day or two-day Mini-Assembly was conceived at the Regional Assembly in Kansas City to give local YMCA's in geographical clusters a chance to meet around their own concerns, Regional concerns and National concerns in an interim year when no total Regional Assembly would be held. He stressed the fact that, while these several Mini-Assemblies across the Region were not constitutionally empowered to act on matters of Regional or National Council Business, nevertheless, their voices would be heard as they discussed YMCA Movement concerns.

The point was made that our own concerns here in Wisconsin could take precedence over Regional and National concerns, but that we were being asked to give some attention to the proposals of our Regional By-Laws Committee, the proposed National Constitutional changes and to Regional effectiveness. (The percentage finance issue also mentioned has been dropped at the National Board and Council level for 1971.) Cal stressed that he hoped we could plan for a balanced program between the prescribed items and our own concerns.

WOMEN'S  
PROGRAM

Max Clowers and Bob Brunken reported on a date-conflict which had arisen when the Fox River Valley Women's Group had chosen April 23-24 for a meeting with Dr. Joyce Brothers at the Pioneer Inn, Oshkosh.

They had already contracted for Dr. Brothers and arranged for meetings Friday night and all day Saturday at the Inn. Discussion brought out the following:

- The dates were good and the Pioneer Inn a very attractive meeting place.
- Both the Women's Group and the Mini-Assembly might "win" if we could work out a plan to combine our meetings in some way for promotional advantages.
- The Executive Group is concerned about women's involvement in our Associations, particularly among the Fox River Valley "Y's" where the program is strong and women professionals are employed.
- It is not important that the two groups meet together this year.
- The Mini-Assembly should be kept separate, but the men could join their wives on Friday evening at the Pioneer Inn. Brunken reported that the Holiday Inn in Oshkosh had meeting facilities available to us.

There was no complete agreement on timing because of lack of knowledge about accommodations and it was apparent that some latitude would have to be given to Cal's Planning Committee when it was formed.

ACTION

It was moved and passed (Unruh-Haddad) that we meet Thursday evening in Oshkosh, continuing through the day Friday, and combining with the women for the Friday evening Banquet and Program at the Pioneer Inn.

HIGH SCHOOL  
ASSEMBLY

Charles Wise of the Metropolitan Milwaukee Program Staff reported that in response to a letter sent out to Wisconsin "Y's" by our National Youth Council representative, "Chuck" Cahill, 100 High School youth have responded wanting some kind of Assembly to take the place of the National Assembly cancelled due to lack of support. Seventy-five of the replies came from outside Milwaukee. Subject matter suggested by the youth included:

- Uniting Hi-Y
- Developing Youth-Adult Task-Force Teams
- Personal Growth
- Becoming a more effective person
- Learning to communicate with people and with God
- Responsibility for our own families.

"Chuck" Wise agreed to be a member of a team to pursue the matter. Gary Unruh agreed to support it and Don Lohmann agreed to furnish a lay-leader as a team member. Chuck and Gary agreed to hold some meetings with teenagers to further discover the level of interest and support before going further with the project.

NEXT MEETING Dates and spacing of subsequent meetings of the group were left to Ivan Springstead and Max Clowers. Bob Brunken issued an invitation to hold the next meeting in Appleton. Interest in reports on the URBAN GROUP were expressed and Max Clowers was asked to share Movement and Wisconsin concerns with the group at each meeting.

ADJOURNMENT The meeting adjourned at 2:30 p.m.

Respectfully submitted,

Max W. Clowers, Secretary

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MID-AMERICA REGION

February 18, 1971

At our last Wisconsin "Y" Executive Directors' meeting in Milwaukee, I was asked to write to you concerning your interest in and commitment to our working together as a Wisconsin Group. Implied in your favorable response is your agreement to participate actively in the group decision-making and goal-setting processes and to support these decisions and goals to the degree you and your Board decide your Association can afford to do so.

Support implies deciding at the time a group project is undertaken what resources your Association can afford to commit, whether they be in staff time, lay-resources, equipment or money.

We have, to all intents and purposes, been working together in this way and have identified a number of projects and concerns to occupy us in the immediate future.

The Mini-Assembly in April is an immediate project priority and it is possible for us there to bring together some lay-staff task force teams to begin work on concerns we have identified. The attached Proposed Organizational Plan has been modified somewhat in light of our discussion in Milwaukee and contains a list of concerns the group is ready to move ahead on. May I hear from you?

Yours sincerely,

Max W. Clowers  
Regional Consultant



THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF ST. LOUIS AND ST. LOUIS COUNTY

GREATER METROPOLITAN ST. LOUIS CLUSTER YMCAs

REPORT OF SECOND-YEAR'S OPERATION

The contract between the YMCA of St. Louis and St. Louis County and Region I and the Mid-America Region, in effect since March 1, 1970, has now passed the two-year mark since its inception. The contract authorizes the St. Louis YMCA to provide support services and maintain contact relationships with the following YMCAs:

MID-AMERICA REGION

Hannibal, Missouri  
University of Missouri,  
Columbia, Missouri  
Jefferson City, Mo.  
YMCA of St. Louis and  
St. Louis County

REGION I

Quincy, Illinois  
Jacksonville, Ill. - Sherwood Eddy Memorial YMCA  
Alton, Illinois  
Granite City, Ill. - Tri-City Area YMCA  
Edwardsville, Illinois  
Springfield, Illinois (July 1, 1971)  
Belleville, Illinois  
East St. Louis, Illinois  
Carbondale, Ill. - Jackson County YMCA  
Mt. Vernon, Illinois

During the past year, twelve (12) different members of the St. Louis YMCA staff made fifty-one (51) visitations to Cluster Associations, covering 5,797 miles, and were away from St. Louis for 347 hours. Itemization for some of the reasons for Cluster visitations follows:

Competitive sports consultations  
Programming maintenance staff  
Consultations on cleaning and  
maintenance problems  
Feasibility and planning regard-  
ing Capital Funds Campaigns  
General Administrative consultations  
Physical Education program evaluations

Public Relations program planning  
Long-range financial planning  
Long-range planning  
Family program planning  
Membership Enrollment consultations  
Management By Objectives consultations  
Staff interviews

Although individualized services have been and will remain a major thrust, many other kinds of services play a part in the total area of relationships that are a part of the St. Louis Cluster operation.

In early 1971, a very comprehensive evaluation of the work of the Cluster during its first year of operation was developed. As a result of this evaluation, the Cluster Steering Committee identified four (4) primary areas that would constitute the chart of work for the Cluster for year two. Let's take a look at the four priority areas as outlined in the chart of work, comparing the priority area with the chart of work instituted by the Cluster to help meet the priority needs:

Program Development - One of the prime areas identified in the evaluation was the need throughout the Cluster to develop techniques and know-how in program and program development. In an attempt to meet this need, the Cluster was involved in the following types of special programming sessions:

- |                                     |                                    |
|-------------------------------------|------------------------------------|
| 1. Aquatic Certification Institutes | 3. Mini Bike Information Sessions  |
| 2. Leaders Club Training Institutes | 4. Numerous Program Staff meetings |



- |                                 |                                |
|---------------------------------|--------------------------------|
| 5. Y-Indian Guides Skillorama   | 8. Mini Bike Workshop          |
| 6. Program Development Workshop | 9. Industrial Management Clubs |
| 7. Fitness Finders Workshop     | Workshop                       |

The above are only samples of various kinds of program events that were scheduled and open to all Cluster members during the past year. The events occurred at the rate of one or two per month and usually had an average of about five (5) Cluster representatives in attendance at each one.

Financial Development - Financial Development was identified through the evaluation tool as a prime need. The following kinds of events were available for lay and staff participation from the Cluster:

1. Financial Development Workshop
2. Staff Financial Development Seminar
3. Board Members' Conference with special thrust on Financial Development

Administrative Techniques - A wide variety of needs surfaced in the evaluation under this heading. Many were met through the following types of involvement:

1. The delivery of the American Management Association Basic Supervisory Management Course to eleven (11) of thirteen (13) Executives. (Delivery in process to five (5) Senior Program Associates in the Cluster.)
2. A special Cost Study Workshop
3. Unemployment Compensation Workshop

Lay Involvement - By design, the first year of operation of the St. Louis Cluster did not emphasize the development of excessive lay involvement or lay structure. During the second year, initial steps were taken to create "an informal" structure that would allow lay in-put and involvement to a degree to be determined by the structure in the affairs of the Cluster. Special lay events held during the past year included:

- |   |  |
|---|--|
| 1. Financial Development Workshop       | 3. Board Members' Conference               |
| 2. The first St. Louis Cluster Assembly | 4. A special Presidents-Executives meeting |

Several events that have transpired during the past year need special attention in this report and I would like to do that at this time.

#### FIRST ST. LOUIS CLUSTER ASSEMBLY

All but two (2) of our Cluster Associations were in attendance at the first Cluster Assembly as one hundred fifteen (115) youth and adults participated in this Conference. Chaired by Bob Damon (Alton) and Dave Nicholson (St. Louis), the Assembly was highlighted by a special Multi-Media presentation. The Assembly also provided opportunity for Cluster representatives to evaluate the past, raise questions regarding services, and have in-put as to what they would like to see in the future.

#### FINANCIAL DEVELOPMENT WORKSHOP

A special staff and lay opportunity to participate with John MacBean in a Workshop relating to the total field of Financial Development. Eight Cluster Executives participated in the Executives' Workshop and thirty-two representatives from the Cluster were in attendance at the evening session. It was identified that our Cluster Associations have over a \$1 million capital indebtedness, thereby highlighting the need for this kind of training.

### STAFF GOLF TOURNAMENT

Ten Cluster professionals participated, plus Dunbar Reed and Dave Stubbs from Region I. The Cluster Association representatives literally ran the St. Louis staff off the golf course as they collected the majority of the hardware that was awarded for top placements in the tournament.

### AMA SUPERVISORY MANAGEMENT COURSE

With all but two Cluster Executives participating in this training opportunity and five Program Associates at present involved in the Course, this probably has resulted in the most meaningful Management Training for not only the Cluster Executives, but also St. Louis staff, in some time.

### BOARD MEMBERS' CONFERENCE

Forty-one members of the Cluster were in attendance at the Board Members' Conference at Trout Lodge on October 8 & 9, 1971. The Alton YMCA led the ten Associations represented with the most lay people in attendance.

### CLUSTER EXECUTIVES-PRESIDENTS MEETING

January 13, 1972 was a red letter day for the Cluster as the first formal lay organizational structure was approved. A Conference of Presidents, composed of Presidents and First Vice Presidents of all Cluster Associations comprise this organization. The Conference will be chaired by the Past President of one of the Associations outside of St. Louis. The first Chairman of the Conference of Presidents is William F. Hoelscher from the Tri-City Area YMCA. The Conference of Presidents will hold at least one Annual Meeting (usually in January) but will also gather at other occasions such as the Board Members' Conference and the Cluster Assembly. Special meetings will be held on call.

The Steering Committee, composed of four St. Louis staff members, one Cluster Association Executive, an Executive from Region I, and also an Executive from the Mid-America Region, along with a rotating Cluster Executive from a non-Metro East Association, have met eight times during the past year to conduct immediate affairs of the Cluster. Unfinished items of concern to the Steering Committee at the present time would include:

1. The need to work at a program of Board training and Board development with Cluster Executives. This has been identified by the Cluster Executives as a number one need in a training identification questionnaire to which they responded.
2. Working with the Conference of Presidents to examine the possibility of developing a training session for new Association Presidents and involve the Conference in development of documentation for Cluster financing.
3. The possibility of developing a training session for Executives contemplating entering into Capital Campaigns. The large number of Associations contemplating Campaigns would indicate that preparatory training for Executives involved in these efforts could be quite helpful.

It would be the opinion of the Cluster Coordinator that the work of the Cluster has been accomplished in a more efficient manner as a result of the learnings of the first year. Due to the development of relationships between staff, much productive work can now be done via telephone rather than in-person visits. This does not say that personal visits should not be made on a frequent basis, but merely indicates that with the development of personal relationships, many kinds of things can be managed in other ways. This dramatically increases the effectiveness of time usage and also relates to the effectiveness of the work of the total Cluster.

Ted W. Hawkins  
Cluster Coordinator

3/11/72



PREPARED FOR THE ST. LOUIS MINI ASSEMBLY  
MARCH 20, 1971

A CASE HISTORY 1970 - ALTON, ILLINOIS YMCA

The Alton YMCA facilities consist of a social and office building with junior and senior lounges, game room, general-purpose room, adequate athletic department, including gymnasium, swimming pool, locker rooms, health club and handball courts -- but without residence facilities.

Membership currently totals 2,500. One-fourth are women and girls. Forty per cent belong via family membership plan. Nearly half are age 6 to 18, and nearly half are over age 30. Probably less than ten per cent are Black.

The Alton YMCA serves a community of approximately 100,000 in population. The Alton YMCA is valued at approximately one million dollars. The annual operating budget is approximately \$135,000.00.

A fund drive in 1960 raised a substantial portion of the money needed to replace the then 50-year-old building in downtown Alton. The new building opened in October, 1964.

Membership soon doubled from the 1100 level in the old facility. However, in the first five full years of operation, a deficit of nearly \$30,000 was accumulated. In addition, debt service of over \$2,200 per month on a \$270,000 mortgage posed severe problems. By the end of 1969, we were on our third Executive Director since we moved into our new facility, with little tangible evidence of financial stability and control.

In May, 1970, about two months after the St. Louis Metropolitan Cluster Group was established, we appealed to that Group for help. Initially, we requested a management survey to evaluate just what our problems were. We wanted to know how we compared to similar YMCA's in expense, income, membership rates, program, maintenance, United Fund subsidy, etc.

Ted Hawkins, Associate Executive Director, Operations, challenged Harold Berg, Associate Director, Division of Personnel and Training, with this project. The result was a unique study comparing the Alton YMCA with 14 similar facilities in similar communities in the mid-West. The basis for the study was factual data and statistics for 1969. (Jacksonville, Illinois YMCA was among the fourteen included in the study.)

There were some surprises. We learned that our membership rates were in line, not low, as some of us felt. The maintenance expense was found to be on the high side. The number of members per the population base was very low (3 per 100 vs. average 6 to 7 per 100 in comparable Associations), with an unusually small proportion of young members.

Other highlights of the study: Alton's debt load is on the high side. The quality of programs offered rated high as judged by participant loyalty. United Fund subsidy is unusually high.

In addition to the above study in June, 1970, a number of other interesting things happened in 1970. The annual membership campaign in January was below expectations. The Board conducted a mini-fund drive and raised \$30,000 in cash and pledges to service the mortgage. The old YMCA building was sold for \$23,500. The mortgage holder agreed to our paying only interest for two to three years. The Executive Director resigned September 1.



A search for a new Executive Director began, with the help of the Cluster Group. Candidates were screened and tested by Ted Hawkins and his associates. They recommended our present Executive Director, Les Sommers, who joined us in September, 1970.

Since then, we have been quick to use existing programs and services of the Cluster Group and the St. Louis Metropolitan YMCA. For example, a delegation of five attended the Board Members' Conference at Trout Lodge in October. Four of us attended the membership campaign workshop in October. Our staff attended a program accounting workshop in December. Just recently, three swimming instructors participated in an aquatic workshop at the St. Louis YMCA.

The Alton YMCA has sought expert counseling in particular problem areas. Dave Wimber, Manager, Property and Purchasing, has made several visits to evaluate maintenance practices, job description and purchasing procedures. For example, we are now buying light bulbs at National Council prices. We had special help in trying to solve the problem of green pool water. J. Philip Hellwege, Director, Division of Finance and Business Management, St. Louis Metropolitan YMCA, has participated in attacking our bookkeeping problems. Use was also made of the Campaign theme selected by the St. Louis YMCA, thus allowing us to get maximum effectiveness from a limited membership campaign budget. The close proximity of the St. Louis YMCA to the majority of Cluster Associations provides us almost instantaneous response when problems arise.

Unaudited figures for 1970 indicate a deficit of \$2,600. It was this low because of a strong surge of new memberships in the last quarter and some early cost reductions in purchase of materials and supplies.

1971 is off to a good start with a membership drive that met its goal.

As accounting and maintenance improvements are further implemented, I believe 1971 will see improved financial operations. As creative programs and enthusiasm take hold, I believe membership will increase toward the capacity of the beautiful facilities in Alton.

A major building fund drive is in the offing but the prospects are looking better.

I see the exchange of experience and the resources available in the St. Louis Cluster as an important factor in what I believe is a turn-around of Alton YMCA's fortunes.

R. H. Damon  
Past President  
Alton YMCA Board of Directors

BAY AREA FEDERATION OF YMCAs

PROGRESS REPORT

The Pacific Region Board of Directors allocated the sum of \$25,000 in September, 1971 to provide major support to the Bay Area Federation of YMCAs during the initial 15-month period, October 1, 1971 to December 31, 1972.

Stated objectives were:

1. Actualize the Bay Area Federation in 1971.
2. In 1971, develop a single request to UBAC with the objective of securing a three-year funding base and to receive a single allocation for 1972, 1973, 1974.
3. To explore the ways of developing a uniform and/or a single accounting system related to a single request and allocation from UBAC.

Other Objectives are to -

4. Develop a unified purchasing system of selected items.
5. Examine the possibility of unified camping services.
6. Examine the possibility of unified youth outreach training programs.

The founding members of the Federation are:

Berkeley YMCA, Berkeley, Calif.	West Contra Costa YMCA,
Mount Diablo YMCA, Pleasant Hill, Calif.	Richmond, Calif.
Sequoia YMCA, Redwood City, Calif.	YMCA of Oakland, Calif.
University YMCA (Stiles Hall), Berkeley, Calif.	YMCA of San Francisco, Calif.

Our progress to date with respect to the above is, briefly:

1. Staff was employed effective October 1 to implement the attainment of the objectives.
2. The Bay Area Federation of YMCAs has been established and it held its first meeting on December 14. Attached is a copy of the Federation Articles of Agreement signed by the founding members. It is hoped that adjoining YMCA's will see fit to join the Federation, as our activities move beyond our present concentration of work with the United Bay Area Crusade (UBAC).
3. Six of the seven-member YMCAs have agreed to request a single 1972 allocation from UBAC and have developed a method of dividing a single allocation. The request was submitted on February 1 and a budget panel hearing in behalf of the Federation was held on February 16.

In view of the disappointing 1971 campaign results, UBAC has declined to make allocation agreements now beyond 1972.

The University YMCA (Stiles Hall), with permission of UBAC and with full agreement by the other Federation members, decided to make a separate budget request for 1972 while it explores options of joining other campus agencies for future requests.

4. Agreement has been reached by Federation members on an account numbering system and on program categories for functional budgeting. This is based upon National YMCA Urban Group systems and is consistent with United Way standard accounting procedures. It has been accepted by UBAC.
5. With respect to the development of a common planning-programming-budgeting system, negotiations with UBAC have been initiated and commitment has been made on their part to join the Federation in the design of a mutually acceptable system.
6. Interesting beginnings have been made in camping and public relations. The member Associations plus Palo Alto YMCA, Palo Alto, Calif.; Santa Rosa YMCA, Santa Rosa, Calif., and Solano County YMCA, Vallejo, Calif. have joined in the common effort to promote their YMCA summer camping programs. Highlights include:
  - a. Compilation of the attached camping directory. YMCA's receiving inquiries about programs they do not have will refer them to other cooperating Associations.
  - b. The professional public relations staffs of the Oakland and San Francisco YMCAs are taking leadership in a very substantial promotion of YMCA summer camping through television, radio and the press. A color movie spot announcement on camping has been prepared for use by most Bay Area television stations urging "Contact your local YMCA."
7. Member YMCAs are beginning studies of the feasibility of joint operation of several aspects of camping for 1973, including caravans, promotion, transportation, insurance, etc. This idea developed at two conferences of YMCA camp management personnel, jointly sponsored by the Federation.

The lay and staff leadership of the member YMCAs have been hard at work during the six months since October 1. Our records show about 50 different board, committee and staff group meetings held during that period in furtherance of the Federation's work. Pacific Region staff, especially Charlie Van Winkle, have given us valuable assistance and advice.

Robert Stice  
Executive Director

April 3, 1972



SAN FRANCISCO BAY AREA COUNCIL OF YMCA'S

POSITION DESCRIPTION

POSITION DESCRIPTION: Project Director

GENERAL INFORMATION:

The YMCAs of the SAN Francisco Bay Area organized into a Council in 1962. During the past years, steps have been taken to mature this Council into a Bay Area Federation of YMCAs. The goals and objectives for this Federation have been established. The general purpose is to "increase the effectiveness and influence of YMCAs and YMCA program in the Bay Area."

GENERAL RESPONSIBILITIES:

The Project Director will provide staff services and leadership to the Bay Area Council of YMCAs in establishing a Bay Area Federation of YMCAs. The Director will work to establish a collaborative system with the YMCAs and United Bay Area Crusade in devising a single presentation and receiving a single allocation. The Director will serve as the convener and facilitator for the General Directors of the participating Associations

SPECIFIC FUNCTIONS AND DUTIES:

1. Give required leadership and staff work to developing a unified budgeting system and a single presentation, and to give leadership and staff work to the planning and negotiations with United Bay Area Crusade (UBAC) in developing the budget and allocations processes.
2. Provide the staff leadership required to actualize the Bay Area Federation of the YMCAs.
3. Identify and aid in developing staff training programs necessary to achieve stated objectives.

QUALIFICATIONS:

1. Extended experience and capability in management and administration.
2. Ability to deal effectively with top echelon YMCA and community leaders.
3. Demonstrated ability in budget development and fiscal management.
4. Knowledgeable about functional budgeting systems and application to agency operations.
5. Demonstrated ability in establishing and achieving organizational objectives.
6. Demonstrated ability as a team worker and coordinator.
7. An innovative, creative and imaginative approach to problem solving. An ability to develop new and effective ways of achieving determined objectives.

AUTHORITY AND RELATIONSHIPS:

1. The Director is employed by and reports to the Bay Area Council of YMCAs.

2. The Director will operate within the policies established by the Council.
3. The Director will supervise the staff of the Council that may be employed.
4. The Director will supervise project consultants that may be employed in behalf of the Council.
5. The Director will serve as convener and provide staff services for the General Directors' Staff Committee.

SALARY:

This position is viewed as a half-time position in terms of an annual salary up to \$10,000 plus approved benefits and expenses. The anticipated budget for the project, including salary and benefits for the first year for this office, is \$24,600. The project is currently approved for fifteen months.

HOW TO MAKE APPLICATION:

Applicants should send resumes and other evidences of qualification, together with requests for interviews to:

Richard Johnson  
President  
Bay Area Council of YMCAs  
833 First Western Building  
Oakland, California 94612  
(415) 452-2133

Deadline for applications is September 1, 1971.

It is intended that interviews will be held between September 13 and September 17, 1971, and that employment will begin on October 1, 1971 if present target dates can be achieved. Applicants must carry their own transportation expense for interview.

Applicants are requested to provide a resume' for review.

Attachment: Bay Area Federation goals and objectives.

8/10/71



LAKE ONTARIO

NOTES FROM GENERAL SECRETARIES' MEETING -- LAKE ONTARIO REGION  
Wednesday, February 9, 1972 at 2160 Yonge St., Toronto

PRESENT: Messrs. Eric Eamon; Gary Brittain; Arthur Buckley; Ron Hupfield, Henry Labatte and Rix Rogers. Special Guest - Solon B. Cousins, Wellesley, Mass.

Solon Cousins presented an informative description of urban developments in the United States YMCAs, and particularly the various cluster experiments under way. The term 'cluster' refers to four kinds of development:

- (a) Groups of Y's geographically contiguous to one another;
- (b) Non-geographic cluster -- special group of Associations of similar interests who have formed together; e.g., the Urban Group;
- (c) Hub-city cluster -- a geographical pattern, but closely related to one large metropolitan urban Association;
- (d) Hub group cluster -- a grouping of two or more large metropolitan Y's which are relatively close to one another.

BASIC THEORY

Clustering is a banding together in an effort to strengthen the effectiveness of the YMCAs. The larger Y's are facing serious difficulties and it is important to strengthen them.

GENERAL DISCUSSION

A wide variety of topics were discussed which would lend themselves to collaborative effort, and it was stressed that selected specific items should be the starting point for mutual work.

YWCA PARTICIPATION

Discussion took place to see if we should invite YWCA Executives in the region to join YMCA Executives at further meetings. It was agreed that the local YMCA Executive would invite the YWCA Executive in their city to attend the next meeting.

FINANCING REGIONAL DEVELOPMENT

Several ideas were discussed. Each Association will need to send a few dollars to start with -- we may want to allocate some resources from the National Budget. It was felt we could start gradually and then attempt to build up the resources for the 1973 operation.

PLAN FOR THE NEXT MEETING

PLACE - Oakville

CHAIRMAN - Gary Brittain

DATE - Wednesday, March 29, 1972  
10:00 a.m. to 3:00 p.m.



AGENDA ITEMS

1. Community Use of Schools

..Denis McClelland of Toronto will be asked to share a draft of a Brief he is working on.

2. Liaison with Provincial Government

..Henry Labatte will have a detailed proposal.

3. General Inventory

..Arthur Buckley will use form from Solon Cousins to collect and analyze data from all executives.

4. Program Profile and Resources of the Region

..National Council Research Department (Alex Owen) to be asked to do an analysis of major areas of expertise and functions for discussion at the meeting.

5. Standards of Performance

..Solon Cousins will have copies in our hands in the areas of fiscal management, financial development, and manpower development.

6. General Recommendations regarding next steps in the development of the region for presentation to the next Regional Meeting on April 12, 1972.

R. G. Rogers  
February 14/72